

Master of Business Administration (MBA)
Course Structure

Course code	Course Title	Credits
Semester-1		
MAS 602	Mathematics for Management	4
BAM 754	Organizational Behavior	4
BAM 752	Business Communication	4
BAM 709	Principles of Accounting	4
BAM 755	Business Environment	4
MBA 701	Essentials of Management	4
BAM 797	Mercantile Law	4
MBA 702	Personality Development	2(1-1-0)
BAM 756	Disaster Management	2
Semester-2		
BAM 760	Marketing Management	4
BAM 761	Financial Management	4
BAM 767	Human Resource Management	4
BAM 762	Operations Management	4
BAM 750	Managerial Economics	4
BAM 729	Research Methodology	4
BAM 751	Managerial Accounting	4
BAM 856	Management Science	4
Semester-3		
BAM 864	Management Information System	4(2-1-2)
MBA 703	Business Analytics	3
BAM 859	Entrepreneurship and SBM	4
BAM 816	Summer Training Seminar	1
	Electives(any two streams)	18
Semester-4		
BAM 865	Strategic Management	4
MBA 801	Business Ethics in Corporate Governance	4
MBA 812	Project Management	3
	Electives (any one stream)	9
BAM 780	Seminar	1
BAM 899	Project Report	10
BAM 897	Comprehensive Viva Voce	1

TOTAL CREDITS: 126

Semester III elective streams 3 credits each

MARKETING

- 1 BAM 880 Advertising Management
- 2 MBA 800 Digital Marketing
- 3 BAM 821 Services Marketing
- 4 BAM 823 Product and Brand Management

HUMAN RESOURCE MANAGEMENT

- 1 BAM 882 Training and Development
- 2 BAM 824 Compensation Management
- 3 MBA 802 Labor Law & Industrial Relations
- 4 BAM 839 Organization Development

FINANCE

- 1 MBA 803 Security analysis and portfolio Management
- 2 MBA 804 Financial Derivatives
- 3 MBA 805 Financial Market & Services
- 4 BAM 875 Working Capital Management

NGO & RURAL MANAGEMENT

- 1 BAM 829 Rural Resources and Development
- 2 BAM 830 Rural Marketing
- 3 BAM 887 NGOs and Rural Development
- 4 BAM 831 Rural management : Principles and Policies

INTERNATIONAL BUSINESS

- 1 MBIB 701 Cultural Diversity & International Business
- 2 MBIB 702 Export & Import Procedures and Documentation
3. MBIB 703 International Business Environment
- 4 MBIB 704 International Brand Management

IT/SYSTEMS MANAGEMENT

1. MBIT 701 Relational Database Management systems
- 2 .MBIT 702 Business Data communications
- 3 .MBIT 703 Enterprise Resource Planning
- 4 . MBIT 704 Multi-media and web Development

BANKING

1. MBBN 701 Principles of Banking
2. MBBN 702 Banking System: Services and innovation
- 3 .MBBN 703 Credit Risk Management
- 4 .MBBN 704 Management of Banking Services

ACCOUNTING

1. MBAC 701 Accounting Standards
2. MBAC 702 Advanced Financial Accounting
- 3 .MBAC 703 Advanced Management Accounting
- 4 .MBAC 704 Cost Accounting

E-BUSINESS

1. MBEB 701 Introduction to E-business
2. MBEB 702 Enterprise Resource Planning
3. MBEB 703 E- Marketing and Sales management
4. MBEB 704 Logistics for E-commerce

Semester IV elective streams: 3 credits each

MARKETING

- 1 BAM 873 International Marketing
- 2 BAM 891 Tourism Management
- 3 BAM 832 Retail and Franchising
- 4 BAM 833 Sales and Distribution Management
- 5 BAM 834 Customer Relationship Management

HUMAN RESOURCE MANAGEMENT

- 1 BAM 835 Human Resource Planning and Development
- 2 MBA 806 Strategic Human Resource Management
- 3 MBA 807 Stress Management and Emotional Intelligence
- 4 MBA 808 International HRM
- 5 MBA 809 HR Measurement

FINANCE

- 1MBA 811 Corporate Restructuring
- 2 BAM 841 Micro Finance
- 3 MBA 810 Financial Risk Management
- 4 BAM 843 International Finance

Semester IV elective streams to be introduced in addition to the existing streams: 3 credits each

INTERNATIONAL BUSINESS

- 1 MBIB 801 International Business Strategy
- 2 MBIB 802 International Economics
- 3 MBIB 803 Global e-business
- 4 MBIB 804 Global Operations and Supply Chain Management
- MBIB 805 International Financial Management

SYSTEMS MANAGEMENT

- 1 MBIT 801 Computer Aided Management
- 2 MBIT 802 Networking Management
- 3 MBIT 803 Programming Technology (C++)
- 4 MBIT 804 Statistical Research Packages
- 5 MBIT 805 Information System, Security and Control

E-BUSINESS

- 1 MBEB 801 E-commerce: Law, ethics and securities
- 2 MBEB 802 E-programming and E-commerce applications
- 3 MBEB 803 E-business financial models
- 4 MBEB 804 Advanced web development and designing tools
- 5 MBEB 805 consumer behavior: E-commerce

ACCOUNTING

- 1 MBAC 801 Financial Statement analysis for managers
- 2 MBAC 802 Accounting Information systems
- 3 MBAC 803 Corporate Financial Reporting

BANKING

- 1 MBBN 801 IT in Banking
- 2 MBBN 802 Rural Banking & Microfinance
- 3 MBBN 803 Banking Laws and Regulations
- 4 MBBN 804 Wealth Management

RURAL & NGO MANAGEMENT

- MBA 813 Rural Institutions, Programs and Interventions
- MBA 814 Administration of NGOs
- MBA 815 Public Health Policy and Management
- MBA 816 Sustainable Rural Development
- MBA 817 Agribusiness and rural industries

**Master of Business Administration (MBA)
Syllabus**

MBA-1st Semester

MAS-602 Mathematics for Management Credit 4 (4+0+0)

Course objective: The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application on real time problems.

Unit 1: Frequency Distribution & their analysis

- Mean, Individual Series, Discrete series Continuous series
- Median, Individual Series, Discrete series Continuous series
- Mode, Individual Series, Discrete series Continuous series

Unit 2: Probability

- Introduction
- Calculation of probability
- Addition of probability
- Multiplication of probability
- Conditional probability

Unit 3: Determinations Matrices

- Introduction of Matrix,
- Various types of Matrix
- operations of matrix
- Addition
- Subtraction
- Multiplication
- Determinants
- Minor
- Co-factor
- Value of determinants

Unit 4: Linear Equations

- Linear equation by substitution method
- Linear equation by elimination method

Unit 5: Differentiation & Derivative

- Derivatives of functions
- derivative of exponential and algorithm functions
- Derivative of inverse trigonometric functions

Unit 6: Integration

- Methods of integration
- Integration using trigonometric identity
- Integration by parts

Unit 7: Multiple Regression & Correlation Analysis

- coefficient of multiple correlation
- Advantage & limitation of multiple correlation
- Multiple regression analysis

- Advantage & limitation of regression analysis

Unit 8: Time Series Analysis

- Component of time series, Merits and limitations
- Methods of semi average
- Method of simple average,
- Ratio to trend method

Unit 9: Test of Hypothesis

- Chi square,
- T test,
- F test

Unit 10: Progression & Annuity

- Annuity Certain
- Annuity Contingent,
- Annuity Perpetual

Suggested Readings

1. David Levine, T. Krenbil, P.K. Viswanathan, Business Statistics, Pearson Education, 2008.
2. S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
3. S.C. Gupta, Business Statistics, Himalaya Pub House, 2008
4. T.N. Srivastava, Statistics for Management, TMH, 2008
5. J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd.,
6. R. Jayprakash Reddy and Y. Mallikarynna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House
7. K. B. Dutta, "Matrix and Linear Algebra", New Delhi, PHI Learning
8. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons.,
9. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mah

BAM 754

Organizational Behavior

Credits: 04 (4-0-0)

Course Objective

1. To identify the specific steps managers can take to motivate employees
2. To apply the different concepts of organizational behavior at work place

Unit I: Managing Organizational Behavior:

- Definition, Key elements of OB, Need for studying OB, Contributing Discipline.
- Organization behavior process.
- Organization, Management and organizational Behavior.
- Theories of Management leading to organization Behavior.
- Models of Organization behavior.

Unit 2: Perception:

- Introduction: What is perception? , Why should Managers Study perception? How perceptions differ from Sensation?
- Factors affecting perception, How to improve perception?
- Perception and its application in OB
- Perception Process, Errors of perception.

Unit 3 Learning:

- Meaning and Definition , Importance of learning , barriers of learning
- Determinants of learning , Approaches of learning

- Theories of learning, How do people differ in how they learn?
- Contingencies of Reinforcement

Unit 4: Motivation:

- Meaning of Motivation , Nature of Motivation , Motivation process
- Theories of Motivation : Need hierarchy Model by Abraham Maslow , Dual factor theory by Frederick Herzberg
- Alderfer's ERG Model of motivation
- Application of Motivation: Motivation By goal setting, why goal setting is important, basic feature of goal setting process.
- Limitation to goal setting.

Unit 5: Leadership:

- Introduction: What is leadership? Difference between Leader and Manager
- Trait Perspective of leadership : Leadership traits and its effectiveness , Leadership style,
- Behavioral Perspective of leadership : Ohio State university ,Managerial Grid
- Leadership Theories.
- What make leadership effective? Transformational Versus Transactional leadership

Unit 6 Team and Group:

- Definition and characteristics of group , why do people form and join groups
- Theories of group formation
- Stages of group development
- Group Behaviour: Group Norms, Group cohesion, Group Role, Inter group Conflicts.

Suggested Reading

1. *Kavita Singh.Organisational Behaviour text and cases*
2. *Organisational Behaviour Text and Cases Dr. S.S.Khanka*
3. *Understanding organization Behaviour Udai Pareek*

BAM 752

Business Communication

Credits 4(4+0+0)

Course Objective: - Effective communication is the major quality of an effective leader or manager. This course helpful for management students to learn basics of business communication, importance of effective communication, and what are the theories and principles for business communication.

Unit: 1

Concept of communication, objective,
Defining communication

Role of communication, Importance of effective communication

Objective of Communication (Downward, Upward, Horizontal, Vertical, Grapevine)

Unit: 2

External Communication

Essential features of modern business

Process of communication(Encoding, decoding, Transmitter, Two-way communication)

Unit: 3

Barriers to Communication (External Barrier's and Psycho-Sociological Barriers)

Defects in the Channel, Noise

Self-centered Attitudes

Group identification

Self-image

Status Block

Closed Mind

Poor Communication Skills

State of Health ,Overcoming barriers

Unit: 4

Written Communication Notice, Agenda

Minutes,(essential part of a minutes which should never omitted) Memorandum

Tender, (Details required while inviting a tender)
Tender, (Details required while inviting a tender)
Oral Communication
Dyadic Communication, Meeting, Seminars
Conference, Group discussion, Audio-Video Aids
Unit: 5
Non-Verbal Communication
Personal Appearances,
Posture, Gesture, Facial Expressions- Discussion
Suggested Reading

BAM-709

Principles of Accounting

Credits 3 (2-1-0)

Course Objective: - Accounting is the major part for any business organization to measure their financial and non-financial transactions. This course useful for students in terms of understand the concept of accounting, its importance, various books of transactions and their preparations.

Unit: 1

Meaning & Scope of Accounting , Objectives of Accounting
Concepts of Accounting
Transactions & Types
Book Keeping VS Accounting
Types of Accounts
Golden Rules

Unit: 2

Introduction to Journal, Journal
Compound Entry Examples
Intro to Ledger
Ledger Balancing
Subsidiary Books of Accounts

Unit: 3

Cash Book
Cash Book Practicals
Double Column Cash Book

Unit: 4

Triple Column
Petty Cash Book
Trial Balance

Unit: 5

Rectification of Errors
Types of Errors
Depreciation, Depreciation Practical's
Dep- Reducing Balance, Dep- Fixed Installments

Unit: 6

Intro to BRS, BRS practical
Intro to Final Accounts
Intro to Final Accounts-Theory

Intro to Final Accounts-Practical's

Unit: 7

Trading Accounts

Profit /Loss Account-adjustments

Intro to Balance Sheet

Balance Sheet Practical-Simple

Balance Sheet-Adjustments

Final Accounts

Suggested Reading

BAM-755

Business Environment

Credits 4 (4-0-0)

Course Objective: - There are several factors which affecting the business and business operations. These factors are coming under the broader area of business environment. This course enables students to learn about business policies, ethical codes, macro factors and micro factors.

UNIT I

Business environment-Meaning, definition, features ,study, factors, Micro Macro environment Economic System-Nature of economic system Determinants of economic system, Criteria for economic system Capitalist, socialist and Mixed-Merits demerits. Planning in India- Emergence, Planning commission, National development council, Objective of planning commission, five year plans. Industrial Policy- Back ground, government role, meaning and objectives of IP, Industrial Policies, and Evaluation of New Industrial Policy The new Small scale Sector Policy of 1991, recent policies of Micro and small enterprises (MSE sector)

Industrial licensing- Industrial licensing in India, Objective of IL, Industrial licensing policy, Policy decision, recent Industrial Licensing Policy Poverty in India- concept, meaning, definition, causes, factors responsible for poverty, poverty alleviation programmes Unemployment in India-Concept meaning, types ,nature ,factors responsible, steps to reduce poverty, government policy measures. inflation –meaning ,definition ,features of inflammatory economy, measures of Inflation, Inflation and developing economies, causes of Inflation, effect of inflation, global inflation and India.

Human Development- concept, meaning attainment of human development, growth of human development, Human development report.

Rural development-concept meaning scope, important features of rural economy and rural society, strategy of rural development, challenges and outlook Problems of Growth-parallel economy, regional imbalance, social injustice. Business ethics-ethics and values, relevance of ethics in business, benefits of ethical business, need of ethics in business in global change, managing ethics, Business ethics in India.

UNIT II

Liberalization and Globalization-background, meaning, reforms, industrial growth, impact, an assessment, issues and challenges. Privatization and disinvestment of PSU's-concept meaning objectives, disinvestment strategies.

foreign investment-meaning, need, adverse implication of foreign investment, determinants of foreign investment, government policies, new policies, FDI-(assignment)

Multinational corporation-origin, meaning, definition, objectives, reasons for growth of MNC's,impact, Assessment India's import-Export policies-exim policies, India's Exim performance, export ,import,export promotion measures. special economic zones and agri export zones.-concept ,meaning, definition, benefits, features, facilities of SEZ in India Provision of SEZ rules in India, SEZ a global over view, MRTP Act, FERA, FEMA.

UNIT III

International business environment- nature trend in world trade and economic growth, International organisations-IMF, WB,WTO,IFC(International finance corporation), ADB(Asian development bank's),UNIDO(united nations industrial development organisation),ITC(International trade centre),GSP(generalised system of preference),GSTP(generalised systems of trade

preferences), GATT (General agreement on tariff and trades) GATS (general agreement on trade and services), WTO- background, meaning, functions, principle of trading, provision for developing country National Income- definition, concept, Methodology of National income estimation in India, saving and investments, major features of NI, difficulties or limitations in estimation of NI, Industrialisation and Economic development- concept, meaning, pattern of Industrialisation, role of Industries in Economic development,

UNIT IV

Industries during plan period, recent industrial growth, Micro and Small enterprises, Industrial sickness, Environmental issues, challenges and out look

Monetary and Fiscal policy-concept meaning, impact measures. Agriculture in India-importance, problem, agricultural marketing, commission for agricultural marketing, New agricultural policy, challenges before Indian agriculture.

Public enterprise, Private enterprise-nature, characteristics, types, objectives and problems.

Joint sector and co-operative sectors-nature, concept, forms government policies

Small scale and large scale industries-Nature, historical perspective, post liberalisation, development perspective.

Reference Books:

1. Business Environment-Shaikh Saleem-2nd edition (Pearson)
2. Essentials of Business Environment-K. Aswathappa (Himalya Publishing House)
3. Elements of Business Environment-F. Cherunilam (Himalya Publishing House)
4. Business Environment-P.K. Ghosh (Sultan Chand)

MBA 701

Essentials of Management

Credits: 04 (4-0-0)

Course Objectives:

1. To identify the difference between management and leadership and which to apply to your role.
2. To develop the confidence in managing difficult situations and people through assertive communication methods and leadership qualities.

UNIT I: Introduction to Management and Organization:

Management functions, Roles and Skills, Universality of management, Management history: Historical background of management, Classical Approach, Quantitative Approach, Behavioral Approach, Contemporary Approach.

UNIT II: Decision making process

Types of decisions, Planning process, Types of plans, Contemporary issues in planning, Criticism of planning.

UNIT III: Designing organizational structure

Departmentalization, Chain of command, Span of control, Centralization and Decentralization, Organizational design.

UNIT IV: Early theories of motivation

Contemporary theories of Motivation, Early theories of Leadership, Contingency theory of leadership, Contemporary views of leadership, Principles of coordination.

UNIT V: Control process

Controlling for organizational performance, Measures for organizational performance.

Suggested Readings:

1. *Management, Stephen P. Robbins, 10th edition, Pearson Publication*
2. *Organization and management, R.D Agarwal, Tata McGraw Hill publishing*
3. *Management Theory and Practices, P. Subba Roa, Himalaya Publishing House*
4. *Principles and Practice of Management, L.M Prasad, 7th edition, Sultan Chand & Sons publication*
5. *Principles of Management: Concepts and Cases, Dr. Rajeesh Viswanathan, Himalaya Publishing House*

Course Objective: To impart an understanding of business laws, their scope and applicability in business organizations and provide basic concepts related to business laws.

Unit 1 Law of Contract Essential elements of a contract and kinds of contract, Agreement, essentials of valid agreement, communication and revocation of offer and acceptance, Consideration. Offer, acceptance of an offer, communication of offer and acceptance, legal rule of acceptance, essentials of a valid acceptance. Effect of silence on acceptance.

Unit 2 Negotiable Instrument Act 1881: Definition, characteristics of a negotiable instrument, Promissory note and bills of exchange, different types of negotiable instruments. Parties to bills of exchange to a promissory note, parties to a cheque holder and holder in due course.

Unit 3 Law of Partnership: Definition and nature of partnership, test of partnership, types of partner and partnership deed, relation of partners. Registration of firms. Rights and duties of partners and Retirement of partner. Admission of New partner, Retirement of Partner, Dissolution of partnership firm.

Unit 4 Company Act 1956: Definition, Essential features of company, Types of Company, Memorandum of Association, Articles of association, Membership of a company and liabilities and duties of member.

Unit 5 Contingent & Quasi-Contracts: Definition rules regarding contingent contracts difference between a wager and contingent contract. Quasi contract, obligation of person enjoying benefit of non-gratuitous act.
Unit 6 Cost Concept

Unit 7 Bailment and Pledge: Bailment defined essentials of bailment, kinds of bailment- duties of Bailee and Bailor, Bailee's lien finder of lost goods termination of bailment. Pledge of owner.

Unit 8 Agency: Definition and essentials difference between an agent and servant, kinds of agent creation of agency scope and extent of agent's creation of agency scope and extent of agent's authority.

Unit 9 Contract of Indemnity and Guarantee: Contract of indemnity and guarantee, difference between a contract of indemnity and guarantee, kinds of guarantee, revocation of continuing guarantee.

Text books Suggested:

- *Mercantile Law (2010) by Dr.R.K. Chopra. Himalaya Publishing House*
- *Business Law (2010) by K C Garg, V.K. Sareen, Mukesh Sharma and R.C. Chawla. Kalyani Publishers.*
- *Business law including Company Law (2013) by S.S.Gilsan and G.K.Kapoor. New age international publishers.*

Course Objectives: This course is especially helpful for those who are striving to learn more about who they are, which direction their life should take, to learn more about others around them, or even if they work in human resources and want to learn more about personalities and how it may impact who they hire.

Unit-I: Personality

- Concept: Determinants
- Recognising the social Value of Personality
- What is Personality
- Personality verses Character

- Personality versus Individuality

Unit-II: Leadership

- Introduction to leadership
- Leadership Power
- Leadership Styles
- Leadership in Administration

Unit-III: Interpersonal Relations

- Introduction to Interpersonal Relations
- Analysis Relations of different ego states
- Analysis of Transactions
- Analysis of Strokes
- Analysis of life positions

Unit-IV: Communication

- Introduction to Communication
- Flow of Communication
- Listening
- Barriers of Communication
- How to overcome Barriers of Communication

Unit-V: Stress

- Introduction to Stress
- Causes of Stress
- Impact Management for Stress
- Managing stress

Unit-V: Group Dynamics

- Importance Groups in organisations
- Team interactions in Group
- Group Building Decision Taking
- Team Building
- Interaction with the team
- How to build a good team

Unit-VI: Conflict

- Introduction to Conflict
- Causes of Conflict
- Managing Conflict

Unit-VII: Performance

- Introduction to Performance Appraisal
- Vertical Appraisal
- Horizontal Appraisal
- 360° Performance Appraisal
- Methods or Techniques of improving Performance Appraisal

Unit-VIII: Time

- Time as a resource
- Identify important Time Management
- Individual Time Management Styles
- Techniques for better Time Management

Unit-IX: Motivation

- Introduction to Motivation
- Relevance and Types of Motivation
- Motivating the Subordinates
- Analysis of Motivation

Suggested Readings:

1. *Personality Development: Alok Kumar Singh.*

2. *Hand Book of Personality: Theory and Practices- Oliver P. John, Richard W. Robins, Lawrence A. Pervin*

Course Objectives: to impart basic understanding of different types of disasters and their mitigation and preparedness.

UNIT I Introduction to Disaster Mgmt.:

Introduction and Concept of Disaster Management, Definitions of Disaster & Disaster Mgmt., Objectives of Disaster Mgmt., Importance of the study of Disaster Mgmt., Scope of Disaster Mgmt., Disaster Cycle.

UNIT II Types of Disasters:

Natural Disasters (Earthquake, Landslides, Flood, Drought, Tsunami, Cloud Bursting), Man – made Disasters (Industrial, Chemical, Nuclear Disasters, Forest fires, Deforestation).

UNIT III Factors responsible for Disasters:

Environmental Factors - Climate change, Pollution (Air, Water, Soil), Geographical Factors – Geographical Distributions of Areas (Hill Areas, Sea Coastal Areas, Desert habitats).

UNIT IV Effects of the Disasters:

Economical effects, Social effects, Geographical effects.

UNIT V Biological Disasters:

Pest Attacks, Viral infections, Bacterial Infections.

UNIT VI Disaster related Awareness:

Medium for Awareness, Responsible Authorities, Communication role of media.

UNIT VII Disaster related Preventions:

Preparedness, Vulnerable Areas, Damage assessment, Rehabilitation & Reconstruction, Allocation of resources, Resource Implementation, Role of Govt. & non- governmental organisations, Contingency Plan & Case Studies

Master of Business Administration (MBA)
Syllabus

MBA-2nd Semester

BAM 761 **FINANCIAL MANAGEMENT** **CREDIT 4 (4+0+0)**

Course Objectives: To impart basic understanding of financial concepts, their analysis and relevance in corporate decision making and financial analysis of a firm.

Unit 1. Nature and Scope of Financial Management, Financial decision making, Objective of Financial Management, Role of finance manager

Unit 2. Overview of Financial System: Financial Asset, Financial Market, Financial Intermediary, Regulatory Framework

Unit 3. Basic Concepts of Valuation: Time Value of Money, Risk and Return , Measurement of Risk.

Unit 4. Sources of Financing: Long term sources and short term sources.

Unit 5. Capital Structure: Theories of Capital Structure :Factors determining capital structure, Leverage Analysis, EBIT-EPS Analysis, Cost of capital.

Unit 6. Capital Budgeting: Types of capital budgeting decisions, Process of Capital Budgeting decisions, Techniques of Evaluation, Risk Analysis in Capital Budgeting.

Unit 7. Working Capital Management: Concept of Operating cycle and working capital needs, Factors affecting working capital requirement, Approaches of financing working capital. Estimation of working capital requirement. Cash, inventory and receivables management.

Unit 8. Dividend decisions and Valuation of Firms : Determinants of Dividend Policy. Relevance and Irrelevance Theory

Reference Books:

Brealey, Richard A and Steward C Myers: *Corporate Finance*, Mc Graw Hill.
Pandey. I. M : *Financial Management*, Vikas Publishing House
Khan M Y, Jain P K: *Financial Management* , Tata McGraw Hill

Course Objectives: To impart basic understanding of human resource management and develop an understanding of HRM policies and functioning of an organization. Basic concepts related to wage and salary administration and issues related to health and safety in organizations.

Unit 1 Evolution and Strategies

Chapter 1 Introduction of HRM

Definition, meaning, nature and Scope. Evolution of HRM difference between HRM & Personnel Management, objectives, functions of HRM, HRM Models

Chapter 2 Strategic Role of HRM

Meaning of strategic management, Benefits of strategic management, Role of HRM in strategic management Components of HRM, HR strategies

Unit 2: Acquisition and Absorption

Chapter 3 Man power planning Definition, need, objectives, Methods of man power planning, Process, Manpower plan components, Problems, limitations of Man power planning Calculation of man power.

Chapter 4 Job analysis

Nature, process, importance of job analysis, Methods of data collection for job analysis, potential problems with job analysis, competency based job analysis, Job description and job specification, Job design significance, Factors, approaches of job design, Job enrichment and job enlargement, Job evaluation process and methods.

Chapter 5 Recruitment, Selection

Meaning, objectives & factors affecting Recruitment, Theories regarding Recruitment, Methods of recruitment steps on recruitment process, Nature and importance, difference between recruitment and selection & steps in selection process, Placement, Induction, promotion and transfer.

Unit 3: Development

Chapter 6 Training and Development

Meaning, Nature and importance of training and development Training process, how training needs are identified, Methods of training, Effectiveness of training programme.

Chapter 7 Performance Appraisal

Meaning nature, importance & purpose of performance Appraisal, Methods of Performance Appraisal Challenges and legal issues in Performance appraisal, Promotion transfer and demotion. Job satisfaction, job Enrichment, Job empowerment

Unit 4: Maintenance and Retention

Chapter 8 Wage and salary Administration

Objective of wage and salary administration, principles of wage and salary administration Different components of wage and salary administration, Theories of wages, Factors that influence wage and salary.

Chapter 9 Employee Safety and Health

Meaning and importance of employee health, occupational Hazards and diseases, Industrial accidents and industrial injury, Safety programme/ Measures and Statutory provision for industrial health.

Chapter 10 Human Resource Audit

Nature of human resource Audit, benefits of HRA, Scope of Audit, Approaches of human resource audit

Reference Books:

- K Aswathappa Human Resource Management Mc Graw Hill
- Gary Dessler, Biju Varkkey Human resource Management Pearson
- Dr. S.S Khanka Human Resource Management S. Chand Publication

MAS-856

Management Science

Credit: 4 (4+0+0)

Course Objectives: To provide understanding of scientific decision making, application and scope of various tools and techniques used in business decision making and other related areas of business like finance, marketing etc.

Unit 1 Scientific Decision Making

Quantitative approach to decision making, features of operation approach, operation approach to solving problems, Models and modeling in operation research, Advantage of model building, methods of solving operations models, methodology of operation research.

Unit 2 Linear Programming: Application and Model Formation

Structure of linear programming models, advantage of using linear programme, limitation of linear programming, application area of linear programming, Guidelines of linear programming problems

Unit 3 Linear Programming: Graphical Methods

Graphical solution Methods, Extreme point solution method, Maximization solution methods, Minimization solution methods, Mixed constraint LP problems.

Unit 4 Linear Programming: The simplex methods

Standard form of an LP problem, Simplex Algorithm (maximization Case), simplex algorithm (minimization case), two phase model, Big M Models.

Unit 5 Linear Programming: Duality and sensitivity analysis

Formulation of dual linear programming problem, Symmetrical form, Economic interpretation of dual variable, Economic interpretation of Dual Constraint, Standard result of duality, Advantage of duality, Sensitivity analysis.

Unit 6 Transportation Problem

Mathematical model of transportation problem, The transportation algorithm , methods of finding initial solutions, north west corner methods, least cost methods, Vogel's approximation methods.

Unit 7 Assignment Problem

Mathematical model of assignment problem , Hungarian methods of solving assignment problem, variations of assignment problem, multiple optimal solutions, maximization case in optimal solutions, unbalanced assignment problem, Restriction of assignment problems.

Unit 8 Theory of games

Introduction, Two person zero sum games, pure strategies: game with saddle points, Rules to determine saddle points, Mixed strategies : game without saddle points, Rule of dominance, Solution methods games without saddle point: Algebraic method, Arithmetic method, Matrix method

Unit 9 Project Management: PERT and CPM

Introduction, Basic difference between PERT and CPM, Phases of project management, PERT/CRM Network component and precedence relationship, critical path analysis, Project scheduling with uncertain activity time

Unit 10 Simulation

Introduction, simulation defined, types of simulation, steps of simulation process, Advantage & disadvantage of simulation

Text Book Recommended:

1. Operation Research Theory & application-JK Sharma
2. Quantitative Technique in Management-N.D. Vohra

BAM-751

Managerial Accounting

Credit: 4 (4+0+0)

Course Objectives: To provide understanding of various management accounting concepts, their usefulness in management decision making. Financial statement analysis and understanding cost, volume and profit related analysis and profit planning.

Unit 1

Concept of Managerial Accounting, Characteristics, Objectives, Scope, Functions, Functions of Management Accountant, Management accounting Vs Cost accounting, Management accounting Vs Financial Accounting.

Unit 2

Financial Statements Analysis :Comparative Financial Statements, Common Size Balance Sheet

Unit 3

Financial Statements Analysis: Cash Flow Statement, Fund Flow Statement, Ratio Analysis –Turnover Ratio ,Capital Structure Ratio, Profitability Ratio

Unit 4

Concept of Cost, Classification of Cost for Managerial Decision Making

Unit 5

Cost Volume Profit Analysis: BEP Analysis, Graphic representation of BEP Analysis, P/V ratio analysis.

Unit 6

Budget & Budgetary Controls: Preparation of Cash, Sales, Fixed & Flexible Budgets.

Unit 7

Standard Costing : Meaning and Application, Standard Cost Vs Estimated Cost, Standard Costing Vs Budgetary control, Variance Analysis: Standard Hour, Elements of each cost, Material, Labour, Overhead, Variable overhead, Fixed overhead, Sales Variances

Text Book Recommended

1. Introduction to Management Accounting-Horngren, Sundem, Stratton
2. Management Accounting-Khan & Jain
3. Cost and Management Accounting M.N .Arora
4. Financial Accounting –J.C.Varshney

Course objective: the course aims to make students aware of the market by mechanism, size, behavior etc. to impart through interactive class room discussions, ideas about both demand and supply side issues and instruments in micro and macro-economics, particularly keeping in mind the need of managers in the area of business management.

UNIT I - INTRODUCTION TO ECONOMICS

- Economic background to management
- Fundamental Concepts
- Meaning and nature of managerial economics and its relationship with other disciplines
- Nature & scope
- Significance in decision making, Applications/uses

UNIT II - MICRO ECONOMIC ANALYSIS

- Meaning
- Nature and scope
- Application and uses

UNIT III - DEMAND ANALYSIS

- Meaning & Concept
- Demand Theory- Law of demand
- Demand function
- Individual and market Demand Schedule
- Law of demand
- Application/uses
- Bandwagon Effect and Snob Effect
- Market Demand Externalities

UNIT IV - DEMAND ELASTICITY

- Meaning
- Scope & relevance
- **Price elasticity**- Meaning, nature & scope, measurement of price elasticity, factors affecting price elasticity of demand, Practical examples and applications.
- **Income elasticity**- Meaning, Nature & scope, measurement of income elasticity, factors affecting income elasticity of demand, Practical examples and applications
- **Cross elasticity**- Meaning, Nature & scope, measurement of Cross elasticity, factors affecting Cross elasticity of demand, Practical examples and applications

UNIT V - PRODUCTION ANALYSIS

- Meaning
- Factors of production
- Production Function and its managerial use
- Short run analysis- Laws of production
- Long run analysis>Returns to scale

UNIT VI - COST ANALYSIS

- Meaning & concept
- Types of costs
- Cost Function and its managerial use
- Implications for managers

- Use in decision making
- Short run analysis-meaning, Graphical explanation
- Long run analysis-meaning, Graphical explanation

UNIT VII - MARKET STRUCTURE AND PRICING DECISIONS

- Meaning & concept
- Pricing under different market structures
- **Perfect competition**- Meaning & concept, short run analysis, long run analysis, Applications, Implications for managers, Use in decision making
- **Monopoly** - Meaning & concept, short run analysis, long run analysis, Applications, Implications for managers, Use in decision making
- **Monopolistic competition**- Meaning & concept, short run analysis, long run analysis, Applications, Implications for managers, Use in decision making
- **Oligopoly**- kinked demand curve, Price rigidity, Stickiness of price

Reference Books:

1. Davis, H.: Managerial economics, ELBS-Pitman.
2. Dornbusch Rudiger: Macro economics
3. Koutsoyiannis: Modern Micro Economics
4. Lipsey: An introduction to a positive economics
5. Samuelson Nordhaus: Economics
6. Mithani, D.M-Managerial Economics-Theory and Application

BAM 760

MARKETING MANAGEMENT

CREDITS: 4(4+0+0)

Course Objective: The objective of the course is to develop the students' conceptual understanding and analytical abilities in the area of Marketing Management. It aims to hone students' knowledge and understanding of Marketing theories and concepts and their applications in different industries.

Unit 1. Introduction to Marketing and Market Segmentation

Reading: Levitt, Theodore (1960) 'Marketing Myopia', Harvard Business Review

UNIT 2 Positioning the Offering-I

Reading: Aaker, David A. and Shansby, J. Gary (1982), Positioning your Product, Business Horizons, May/June, 25(3), 56-62

Positioning the Offering-II

Reading: Aaker, David A. and Shansby, J. Gary (1982), Positioning your Product, Business Horizons, May/June, 25(3), 56-62

Unit 3 Pricing and Product Strategy

Reading: Pine, B. Joseph and Gilmore, James H. (1998), 'Welcome to the Experience Economy', Harvard Business Review, July-August, 97-105

Unit 4 Understanding the Consumer Behaviour

Reading: Levitt, Tedd (1965), 'Exploit the Product Life Cycle' Harvard Business Review

Unit 5 Marketing Communications and Promotion

Reading: Chapter-3; Selecting the Appropriate Promotional tools, (From Schultz, Robinson, and Petrisson)

Unit 6 Sales and Distribution Management

- Reading:** 1. Prahlad, CK and Hart, Stuart L(2002). 'The Fortune at the Bottom of Pyramid', strategy+Business, 26, 1-14
2. Jaiswal, anand K.(2008). 'The fortune at the Bottom or the Middle of the Pyramid?', Innovations, 3 (1), 85-100

Unit 7 Developing Marketing Strategy

Reading: Cavin Kare Private Limited(A): Challenges of Sustaining Growth and Expanding Business

Unit 8 Marketing Research for Understanding Consumers and Markets

Reading: Philip Kotler, "Marketing Research" chapter

Unit 9 Contemporary and Emerging Issues in Marketing

Text Books:

Marketing Management (Pearson) by Philip Kotler, Kevin Keller, Koshy and Jha (ISBN 978-81-317-6716-0)
Marketing Management by Rajan Saxena
Cases from Ivy, Harvard Business Review

BAM-729

Research Methodology

Credit: 4 (4+0+0)

Course Objectives: To provide understanding of basic concepts related to research methodology, types of research, drawing sample, processing and analysis of data for decision making, and usage of statistical tools for analyzing data and drawing conclusions.

Unit 1

- Scientific Approach-Science and Common sense, Four Methods of knowing, Scientific Approach, Meaning of Research, Objectives of Research, Significance of Research, Research Process, Criteria of Good Research.

Unit 2

- Types of Research – Exploratory, Conclusive;
 - Descriptive: Cross sectional Design, Longitudinal design, Cohort Study
 - Casual: Independent/ dependant Variables, Control, Intervening variables.
 - Qualitative/Quantitative etc.

Unit 3

- Formulation of Research Problem, Setting of Objectives, Hypotheses-Importance & Formulation.

Unit 4

- Sampling Design – Census and Sample survey, Steps in Sampling Design, Criteria of Selecting a Sampling Procedure, Characteristics of a Good Sample Design, Different Types of Sample Design: Probability/Non-Probability sample design, How to select a random sample, Complex Random Sampling Designs.

Unit 5

- Measuring and Scaling Techniques – Measurement in Research, Measurement Scales, Sources of Error in Measurement, Tests of sound measurement, Techniques for developing measurement tools, Scaling - meaning, classification, important scaling techniques, scale construction:- Likert, Thurston.

Unit 6

- Methods of Data Collection – Different methods of Primary data collection: Observation, Interview, Questionnaire, Schedules, Collection of Secondary Data.

Unit 7

- Processing and Analysis of Data – Processing Operations, editing, tabulation etc. Problem in Processing, Statistics in Research, Measures of Central Tendency, Measure of Dispersion, Measures of relationship, simple regression analysis, multiple correlation and regression, partial correlation.

Unit 8

- Chi-square test, t-test, and Analysis of Variance (ANOVA) and Covariance (ANOCOVA), time Series Analysis.
- Multivariate Analysis of Data

Reference Books:-

1. Foundation of Behavioural Research by Fred N. Kerlinger
2. Marketing Research – An Applied Orientation by Naresh K. Malhotra
3. Research Methodology-Methods and Technique by C.R. Kothari

BAM 762

Operations Management

Credits 4(4+0+0)

Course Objectives: To explain the role of operations, and their interaction with the other activities of a firm: finance, marketing, organization, corporate governance, etc. To analyze operation processes from various perspectives such as efficiency, responsiveness, quality and productivity. To learn basic but useful analytical skills and tools in studying operations in specific and other activities (marketing, finance, etc.) in general.

Unit I: Operation Function

Introduction to Operation Management, Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system

Unit II: Operation Strategy

Strategic Consideration, Global Strategies, Need Assessment, Service Strategy, Manufacturing Strategy.

Unit III: Product Design

Product Design & Process Selection, Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

Unit IV: Process Selection

Process Choice, Process Decision, Job Design, Process Manufacturing, Analysing Cost time trade off Job Design Consideration, Selecting Competitive Priorities.

Unit V: Service Process Design

Role of Service, Service strategy, Assemble to order strategy, Operation strategy, Customized Strategy Resource flexibility, Customer involvement.

Unit VI: Forecasting

Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit VIII: Aggregate Planning

Material Requirement Planning, Lot Sizing Rules, Safety Stock, Bill of Materials, Links to functional Areas Planning Lead time, Capacity Reports.

Reference Books

1. Krajewski & Ritzman (2004). Operation Management – Strategy and Analysis. Prentice Hall Of India.
2. Charry, S.N (2005). Production and Operation Management- Concepts, Methods & Strategy. John Willy & Sons Asia Pvt . Limited

Master of Business Administration (MBA)

Syllabus

MBA-3rd Semester

BAM-864

Management Information System

Credit:4(2+0+2)

Objectives of the Course: To give students thorough concepts of the principles, objectives, applications and design of MIS. To learn about the types of MIS designed for different needs of the organization. To learn about the technological updates in Information systems making the decision making process more easy and sophisticated To learn about the Business Applications of Information Systems

UNIT-I- INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS:

Nature of MIS, Scope of MIS, Objectives of MIS, Limitations of MIS, Role of MIS in Business functions and organizations Operating Elements of MIS, Information Systems Pyramid Structure Based and Management Activity Based role of MIS ,MIS Structure Based on Organizational Function, Advantages and Disadvantages

UNIT –II- CLASSIFICATION OF INFORMATION SYSTEMS:

TPS: Concepts/Types/Functions/, MIS: concept as management support tool ESS: Concepts/Types/Functions/, DSS: Concepts/Types/Functions/, EIS: Concepts/Types/Functions/ Office Automation Systems: Concepts/Types/Functions /Tools of Office Automation Systems Artificial Intelligence: concepts/components/functions, Concepts/Meaning and Definition Components of Artificial Intelligence, Advantages and Disadvantages Robotics: concepts/functions Expert Systems: concepts/components/functions/ Knowledge Work Systems Concepts/Types/Functions /Activities

UNIT –III- DECISION MAKING PROCESS : TYPES AND MODELS: Concepts of Decision Making, Types of Decisions Decision Making Process, Models of Decision Making

UNIT –IV-COMPUTER SYSTEMS: A TOOL FOR MIS: Functions of a computer, Computer Hardware, Computer Software Communication Technology

UNIT –V-CONCEPTS OF INFORMATION: Information: Concepts and Meaning, Data: Concepts and Meaning, Characteristics of Information Source Types: Type of Decisions and source

UNIT –VI-TELECOMMUNICATIONS AND NETWORKS: Concepts of Networking Internet/Intranet: Concepts/Roles/ Advantages/Disadvantages Types of Telecommunication Networks Problems of Networked Enterprise

UNIT –VII- INFORMATION SECURITY and CYBER CRIME Information Security: Concepts/Methods/Need/Methods of Defense Networks and Website security risks, Viruses Cyber Crimes Phishing/Copyright Computer Ethics: Nature /Characteristics/Ethical Guidelines/

UNIT –VIII- LEGAL AND ETHICAL ISSUES : The Information Technology Act 2000/Highlights/important concepts inIT Act,2000

UNIT –IX- ERP: ENTERPRISE RESOURCE PLANNING: Evolution of ERP; what is ERP? Reasons for the Growth of ERP; Scenario and Justification of ERP in India; Evaluation of ERP; Various Modules of ERP; Advantage of ERP. Future Directions in ERP; New Markets; New Channels; Faster Implementation Methodologies; Business Modules and BAPIs; Convergence on Windows NT; Application Platform; New Business Segments; More Features; Web Enabling; Market Snapshot.ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision support System(DSS); Supply Chain Management (SCM).

UNIT –X- GENERAL TECHNOLOGICAL KNOWLEDGE: Computer basics: OS/memory/Input/ Output/Characteristics Microsoft Word: Basic Features/Formatting Features/Inserting Tables/Document formatting Microsoft Excel: Basic Features /functions/Creating Tables and Graphs/Managing worksheets Microsoft Power-point: Creating PPT Presentations with formatting/design/animation E-Mail and Communication: Computer and IT Tools for Communication

Books Recommended:

1. Introduction to Information Systems- James A O'brien
2. Management Information Systems- Gordon B. Davis & Margaret H. Olson
3. Management Information Systems-Dharminder Kumar and Sangeeta Gupta
4. Management Information Systems in Knowledge Economy- Joseph S.J. Mahapatra
5. Fundamentals of Computers- Peter Norton

MBA 703

Business Analytics

Credit: 03 (3-0-0)

Course Objectives:

1. To provide an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. To provide an understanding of the processes needed to develop, report, and analyze business data.

Unit 1: Overview of Business Analytics:

- Definition, Evolution, Architecture, Benefits, Future.
- Business, Analytics as Solution for Business Challenges.
- Effective Predictive Analytics, Integrating Analytics in Business Processes, Unstructured Data Analytics, Balanced Scorecard, Dashboards, KPI based on Dashboard and Scorecard,
- LOFT effect, Data Quality, Master Data Management, Data Profiling.
- Why are Business Analytics important

Unit 2: Descriptive Analytics, Predictive Analytics and Prescriptive Analytics:

- Introduction to Descriptive Analytics, Visualizing and Exploring Data, Descriptive Statistics, Sampling and Estimation, Introduction to Probability Distributions
- Introduction to Predictive Analytics, Predictive Modelling (Logic-driven models and data driven models)
- Introduction to Prescriptive Analytics, Prescriptive Modeling, Non-linear Optimization

Unit 3: Data Issues:

- Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Classification
- Data Warehouse: Definition, Features, Applications, Types of data warehouse,
- Architecture: Business Analysis framework, 3-tier data warehouse framework.
- Data Warehouse Models: Virtual Warehouse, Data Mart and Enterprise warehouse.
- Metadata: Meaning and Categories, Role of metadata, Metadata respiratory, Challenges for metadata management, Data Cube
- Online Analytical Processing Server (OLAP): Types, OLAP operations, OLAP Vs Operational Database (OLTP).
- SCHEMA: Star Schema, Snowflake schema, Fact Constellation schema

Unit 4: Data Mining and Testing: Definition, Concepts, Applications and Methods.

Unit 5: Security: Security requirements, User Access, Data classification, User Classification, Data Movement, And Impact of security on design.

Unit 6: Decision Modelling and Forecasting:

- Optimization: Using excel to solve business problems Eg: Marketing Mix, Portfolio optimization etc.
- Linear Programming: Introduction, Types of Linear programming problems/Models, Linear programming Model elements, Model formulation procedure, Computer based solutions for linear programming using Simplex method
- Duality and Sensitivity Analysis: What is Duality?, Duality and Sensitivity analysis problems
- Integer Programming: Introduction, Solving IP problems/Models
- Forecasting: Introduction, Types of Variation in Time series data, Simple Regression Model, Multiple Regression Models
- Simulation: Introduction, Types of Simulation
- Decision Theory: Introduction, Decision theory model elements, types of decision environments, decision theory formulation, decision making under uncertainty and risk, Decision trees.

Unit7: Fundamentals of R Language:

- Introduction, Basic Statistical Analysis using R, Process of Business Analytics,
- BA Process-Walk through with R,
- Multiple regression- Theory and Walk through with R,
- Clustering and Segmentation- Theory and Walk through with R

Suggested Readings:

1. *Fundamentals of Business Analytics* by RN Prasad and Seema Acharya, Wiley India Publication
2. *Win With Advanced Business Analytics* by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication, 2013
3. *Successful Business Intelligence: Secrets to Making BI a Killer App* by Cindi Howson, Tata McGraw Hill Edition 2012
4. *Analytics at Work* by Thomas H. Davenport, Jeanne G. Harris and Robert Morison, Harvard Business Press

BAM -859

Entrepreneurship & Small Business Management

Credit 4(4+0+0)

Course Objectives: To impart understanding of developing and managing a small business unit, setting up new business. Growth of entrepreneurship and its development. New ventures, business plans and assistance provided to small business units.

Unit: 1

Concept of Entrepreneurship, history, Small Business Management
 Meaning, Definitions
 Importance, role for the development of the economic
 Environment for Entrepreneurship

Unit: 2

Barriers for Entrepreneurship
 Types of Entrepreneurs
 Definitions, Theories of Entrepreneurs
 Characteristics & Role of Small Business

Unit: 3

New Ventures & Business Plans. Government Plans.& Policies Training Infra Structural Assistance
 Entrepreneur development and Training
 Institutional Assistance to Small Business
 Sources of Information, Financial Institutions
 Marketing Assistant

Unit: 4

Procedure for setting up Small Business
 Rules & Regulations for S.B, Market Survey,

Text Book Recommended- Small Business Management by **Vasant Desai**

* Rai Bahadur Mohan Singh Oberoi Did All His Way

* Right Rails of Ravindra Bam

Semester III Elective streams 3 credits each

MARKETING

- | | |
|------------|------------------------------|
| 1. BAM 880 | Advertising Management |
| 2. MBA 800 | Digital Marketing |
| 3. BAM 821 | Service Marketing |
| 4. BAM 823 | Product and Brand Management |

BAM 880 **Advertising Management** **Credits 3(3+0+0)**

Course Objectives: To provide basic understanding of advertising management, brand building, planning advertising campaign and advertising laws & ethics.

Unit 1 : Advertising – Its purpose and functions Advertising –Definitions, Difference with Sales Promotion, Theories Economic and Social Implications of Advertising: Social effects Effects on Indian and Global economies Effects on Indian and Global economies

Unit 2 Advertising Process – Identification of need and Target audience Advertising Process – Identification of need and Target audience Triangle of Communication, Speed of response Audience perception, Perpetual Mapping.

Unit 3: Creative Strategy, - Purchase proposition Creative Strategy, - Purchase proposition Reinforcement of Message Creative Execution & Judgment- Copy writing and Copy Research

Unit 4 Brand Building: Definition, Evolution Brand Building: Life Cycle, Positioning, Measure Brand Building: Positioning, Measure

Unit5 Planning an Advertising Campaign The emerging Consumer Class In India Analysing Human Behaviour Advertising Research Creativity Idea Generation Creative Brief Creating Appeal Consumer Research Layout and Production. Media Decision: Current Scenario Media Decision: Characteristics, Brief Media Decision: Planning, Information, Trends Media Decision: Planning, Information, Trends Advertising Agency Client Relationship

Unit 6 Agency, Briefing, Settings and Directing Agency: Achievement of Objectives Agency Remuneration system and Norms Clients and Agency: Areas of Conflict Types of Advertising and their importance Issues concerning advertising, Advertising Law, Ethics, Public Relations

MBA 800 **Digital Marketing** **Credits: 03(3-0-0)**

Course Objective: To understand concept and importance of digital marketing in today's era of globalization and to understand different types of search marketing and digital applications.

Unit-I: Going Digital:

- The evolution of marketing and the changing face of marketing
-

Unit-II: Define and explain the digital marketing communications mix:

- Advertising
- Public relations

- Sales force
- Sales promotion
- Direct mail

Unit-III: Understanding of the application of search marketing:

- Search engine optimisation (SEO)
- Paid placements or sponsored links using pay-per-click (PPC)

Unit-IV: Evaluate digital media channels and techniques:

- Search marketing
- E-mail marketing
- Online PR
- Social media and viral marketing
- Online and display advertising

Unit-V: Appraise different types of digital transactions:

- Business to business (B2B)
- Business to consumer (B2C)
- Consumer to consumer (C2C)
- Public administration to consumer (PA2C)
- Consumer to business (C2B)
- Government to government (G2G)
- Government to business (G2B)
- Government to consumer (G2C)
- Business to government (B2G)
- Consumer to government (C2G)

Unit-VI: Influence of major digital players:

- Google
- Apple
- Facebook
- Twitter

Recommended Suggestions

1. Digital Marketing: Strategies for Online Success- [Godfrey Parkin](#).

BAM 821

Service Marketing

Credit: 03 (3-0-0)

Course Objectives: To impart understanding of the basic concepts related to services marketing their relevance and usage in business organizations.

Unit 1: Service Marketing: Concept and History, Characteristics, The Service Sector in India, Career Opportunities, Characteristics of Services, Service Classifications, Product Vs Service, Service Sector In India: Status, Service Sector In India: Different Sectors. Importance of Service

Unit 2: Service Mix: Meaning and Elements.

Unit 3: STP in Services: Service Segmentation: Meaning and elements, Service Targeting: meaning and elements, Service Positioning: meaning and elements, Industrial Services.

Unit 4: Service Strategy: Meaning of strategy and its elements, Strategic process, Differentiation, Service Strategy: Focus Strategy, Target Marketing, Service Strategy: Market Leadership.

Unit 5: Consumer Behavior in Services: Concept and Factors, Factors of CB, Consumer expectations and perceptions

Unit 6: Service Quality Management: Concept, Service Quality Management: Determinants and Process, Interactive Marketing.

- Types of Methods of Training

UNIT- II:

Human Resource Planning: Concept and Scope

- Concepts and Meaning
- Need /Scope/ Limitation/Importance
- Process of Human resource Planning
- Role of Human resource Planning in Training and Development

UNIT- III:

Recruitment ,Selection & Placement

- Basic Concepts/Need/scope/Process/Sources /Types of Recruitment
- Basic Concepts/Need/scope/Process/Sources /Methods of Selection process

UNIT- IV:

Steps to Training and Development

- **Step:1:**Identification of Training and Development Needs Concepts/Objectives/Process/Tools or methods/Importance/
- **Step:2:**Designing and Conducting Training and Development Programme
- Concept/Process
- **Step:3:**Evaluation of Training and Development Programme

UNIT- V:

Needs ,Objectives of Principles of Training

- Learning Principles of Training
- Needs Training and Development Programme

UNIT- VI:

Various approaches of Training

UNIT- VII:

Nature and Purpose of management development techniques

UNIT- VIII:

Information Technology & HR: Training & Development Via Internet & CD Rooms

UNIT- IX:

Performance Appraisal –

Purpose , Factors affecting criteria , methods , Performance Appraisal of managers, Post – Appraisal interview, Frequency of Performance Appraisal , Ethics

Books Recommended:

1. Human Resource Management and Practices : S.S.Khanka
2. Human Resource Management and Practices: K.Ashwathapa
3. Training and Development: Tapomay Deb
4. Training and Development: R.K. Sahu
5. Training For Development : Rolf p. Lynton. UdaiPareek

BAM 824

Compensation Management

Credit 3(3+0+0)

Unit 1 Introduction to compensation Management: Nature of compensation Objectives of compensation Planning Primary compensation, Nominal and Real wage How Wages are Components of pay structure in India determined?

Unit 2 Types of wages: Time, Piece Rate and Balance or Debt method. Factors effecting wages

Unit 3 Theory of wages: Traditional theory Negotiated wages, Subsistence Theory Wage fund theory Surplus Value theory Marginal productivity theory

Unit 4 Job evaluation: Meaning of job evaluation Steps in Job evaluation Methods in Job evaluation: Non Quantitative Ranking or Job Comparison Grading or job Classification Grading method Points Ranking Method Factor comparison Method Essentials of Job evaluation Data Collection method for job evaluation Limitation and problems of job evaluation

Unit 5 Wages in India: major components of Indian wage Methods of state regulation of wages Prescribing minimum rate of wages Preventing discrimination in remuneration on the group of sex Regulating payment of wages

MBA-802

Labour Laws& IR

Credit: 3 (3+0+0)

Objectives of the Course:

- To elaborate with the importance and role of Industrial Labour Laws
- To understand the various Acts and its applications in the business organisations with terms and conditions of employment
- Importance, concept and history of labour laws, Labour policy in India, Industrial Peace and Industrial Relations concepts

UNIT-I

Factory Act 1948

- Introduction
- Scope of the Act
- Main features of the Act
- Changes introduced
- Important Definitions under the Act: Industry/Worker/Factory/Employee/Employer/Labours / Inspection and Inspection staff
- Health Provisions under the Act
- Safety Provisions under the Act
- Interpretation: Competent Persons
- Hazardous Process and Provisions under the Act
- Manufacturing Process Provisions under the Act
- Welfare facilities and Provisions under the Act
- Annual Leave with wages and Provisions under the Act
- Special Provisions under the Act
- Definition of working Hours for Adults and Childlabours

UNIT-II

Industrial Disputes Act, 1947

- Introduction
- Scope of the Act
- Main features of the Act
- Important Definitions under the Act: Industry/Labour Court/ay-Off/ Lock –Out/Retrenchment/ Settlement/Strikes/Trade Unions role/Tribunal/

UNIT-III

Trade Unions Act, 1926

- History of Trade Unions in India
- Development of Trade Unions in India
- Important Definitions under the Act
- Introduction
- Scope of the Act
- Main features of the Act
- Registration of Trade Unions under the Act

- Rights and Liabilities of Registered Trade Unions Act
- Regulations and Penalties under the Act

UNIT-IV

Payment of Wages Act, 1936

- Introduction
- Scope of the Act
- Main features of the Act
- Object and Applications of the Act
- Important Definitions under the Act
- Payments of Wages and Deductions from Wages
- Fixation of Wage Periods

UNIT-V

Minimum Wages Act, 1948

- Object of the Act
- Constitutional Validity of the Act
- Salient Features of the Act
- Applications of the Act
- Important Definitions under the Act: Adolescent/Child/Competent Authority/wages/Wage Structure
- Fixation of Minimum Rates of Wages/Working Hours and determination of Wages and Claims etc.

UNIT-VI

Employee State Insurance Act, 1948

- Introduction
- Scope of the Act
- Main features of the Act
- Object and Applications of the Act
- Permanent or partial Disablement
- Corporation, Standing Committee and Medical Benefit Council
- Employee's State Insurance Fund
- Expenses Budget Estimates Employer Contribution
- Methods of Payments
- Benefits under the Act
- Adjudication of Disputes and Claims
- Penalties

UNIT-VII

Workmen Compensation Act, 1923

- Introduction
- Scope of the Act
- Main features of the Act
- Employer's liability for Compensation
- Amount of compensation under the Act
- Commutations of Payments
- Notice and claims of the accidents

UNIT-VIII

Employee's Provident Fund & Miscellaneous Provisions Act

- Introduction
- Object and Scope of the Act
- Main features of the Act
- Important Definitions
- Employee's Provident fund Scheme
- Employee's Pension Schemes

UNIT-IX

Gratuity Act,1972

- Introduction
- Object and Scope of the Act
- Main features of the Act
- Important Definitions: Employee/ Employer/ Factory/ Family/ Wages
- Determination of the amount of Gratuity
- Inspectors and power of Inspectors
- Recovery of Gratuity
- Penalties

Books Recommended:

1. Human Resource Management and Practices : S.S.Khanka
2. Human Resource Management and Practices: K.Ashwathapa
3. Labour Laws –Ajay Garg

BAM-839

Organisational Development

Credit 3(3+0+0)

Course Objectives: Explore and clarify their assumptions, beliefs, and values about organizations and the nature of the change process. Develop and sharpen their understanding of how evidence-based practice can be used to enhance organization and team effectiveness and vitality. Enhance self-awareness and understanding of group process in order to heighten consultation skills and to perform roles more effectively

Unit: 1

overview of the field of Organisational Development ,History of OD problems in a business Firm, Taking on Global challenges with help of OD Laboratory training Stem, Action research stem socio technical and socio clinical stem second generation OD Extent of Application early statements of OD values and assumptions Implication of OD values and assumptions The values study Illustration of OD values in Indian organisations Models and theories of planned change system theory, participation and empowerment teams and team works, parallel learning structure A normative –reeducative Strategy of Changing Managing the OD process-Diagnosis, OD interventions The programme management components Actions research in OD: Process and an Approach Genesis of OD in a company- case study Classifying OD interventions, team and works group; strategic Units of organisation Broad team building Intervention, The formal Group diagnostic meeting, formal team building meeting the process Consultation Interventions, A Gestalt APPROACH TO TEAM BUILDING

Unit: 2 Techniques and exercises used in team building Inter group and third party peace making intervention third party peace making Interventions organisation Mirror Intervention,Partnering Comprehensive OD intervention, Beckhard's Confrontation Meeting. Strategic Management Activities, Real time Strategic Change Stream Analysis, Survey Feedback Grid organisation Development ,Schein's Cultural Analysis

Unit: 3 Large Scale Change and High –Performance Systems Trans organisational Development Sociotechnical Systems, Self managed teams,work redesign, MBO and Appraisal, Quality Circles, Quality of work Life projects, Parallel learning,TQM,Self design strategy ,High involvement and high performance

Work system ,T-groups, Sentivity teraning, New trends Behavioral Model,Life and Career planning ,Coaching

Unit: 4 Ethical Standards in OD Implication of OD for clients role of HR specialist in OD activities, Role of Power and Politics in Practice of OD Fundamental strengths of OD OD's Future

Reference Book:

1. Organization Development-Wendell L. Cecil H. Bell, Jr. (Pearson)
2. Organization Development-W.Warner Burke (Wesley Publishing Co.)
3. Organization Contemporary Principles & Practices- John Child(Black well publishing 2015)
4. Organizational Development Strategy & Models-Richerd Beckhard (Addision-Wesley)

FINANCE

1. **MBA 803 Security Analysis and Portfolio Management**
2. **MBA 804 Financial Derivatives**
3. **MBA 805 Financial Market & Service**
4. **BAM 875 Working Capital Management**

MBA 803 Security Analysis and Portfolio Management Credit 3 (3-0-0)

Course Objectives: To impart understanding of security and portfolio management, mechanics of Indian security market, risk return and portfolio analysis.

Unit 1 Organization and Mechanics of Indian Security Markets

- Various Securities and their Characteristics
- Function of an Organised Security Market
- Mechanics of Security Trading

Unit 2 Types of Security Markets and their Functions

- Stock Exchange
- OTCEI
- Depository

Unit 3 Risk & Return

- Types of Risk
- Calculation of Returns, CAPM Model
- Calculation of Risks

Unit 4 Security Analysis

- Fundamental Analysis
- Technical Analysis
- Market Efficiency & Behavioural Finance

Unit 5 Portfolio Management

- Portfolio Construction
- Markowitz Model & Sharpe Index Model of Portfolio Construction

Unit 6.Portfolio Evaluation

- Sharpe's performance Index
- Treynor's Performance Index
- Jensen's Performance Index

Recommended Book:

1. Security Analysis & Portfolio Management by Punithavathy Pandian, Vikas Publishing House Pvt. Ltd.

Course Objectives: To impart understanding of risk management and financial derivatives, derivatives trading in India, valuation of futures and operations with respect to Indian securities market.

Unit 1. Basic Concepts of Derivatives

- Meaning and Concept of Financial Derivatives
- Characteristics of Financial Derivatives
- Types of Derivatives
- Need for Derivatives
- Traders in Derivative Market

Unit 2. Derivatives trading in India

- Derivatives trading at National Stock Exchange of India 'NEAT-F & O'
- Commodity Derivatives Trading in India NCDEX
- Interest Rate Derivatives

Unit 3. Valuations of Options

- Options Price calculation
- Binomial Model and Black Scholes Model

Unit 4. Valuation of Futures

- Difference between Futures and Forwards
- Cost of Carry Model
- Calculation of Future Prices

Unit 5. Interest Rate Derivatives

- Term structure of interest Rate & Yield
- interest rate derivative products
- Swap
- Caps and Floors

Unit 6. Currency Derivatives

- Currency Market
- Foreign Exchange rate
- Currency Derivatives market in India
- Pricing currency futures
- Traders in currency futures market

Recommended Book:

1. Dhanesh Kumar Khatri, **Derivatives and Risk Management** by, Macmillan Publishers India Ltd.
2. Sundaram Janakiraman, **Derivatives and Risk Management**, Pearson Publishers Ltd.

Course Objectives: To impart basic understanding of financial markets in India. The role of development banking and nature of financial services.

UNIT-I. Introduction nature and role of financial system: Financial system and financial markets: Financial system and ; economic ;development Indian financial system-an overview. Financial Markets: Money and capital markets, constituents, functions, anti instruments, Recent trends of Indian money market. Capital market primary and secondary market. Deposit system, Government securities markets role of SEBI- an overview.

UNIT-II. Reserve Bank of India : Organization, Management and functions. Commercial Bank: Functions, management and ;investment policies of Commercial Banks, Recent developments in Commercial Banking.

UNIT-III. Development Banks: Concept, objectives, and functions of Development Banks: Operation and promotional activities of development banks. Insurance Sector: Objectives , role, investment practices. Insurance Regulatory and Development Authority-role and functions.

UNIT-IV Introduction to financial services, Nature and Scope of Financial Services, Non-Banking Financial Companies.

UNIT-V Merchant Banking Managing of Public Equity / Debenture Issues Mobilizing Fixed Deposits Arranging Inter-corporate Loans Raising term Finance and Loan Syndication.

UNIT-VI Hire Purchase and Installment System Consumer Finance Securitization Credit Cards Credit Rating in India and in Foreign Countries Services of Registrars and Transfer Agents Services of Custodians-Central Depository Systems Mutual Funds.

Suggested Reading:

1. Corporate Finance – Principles and problems-P.V. Kukarni
2. Essentials of Business Finance – R.M. Srivastava
3. Bhole.L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.
4. Varshney.,P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.

Course Objectives: To impart an understanding of working capital management, liquidity analysis and usage of basic concepts of working capital management in business organizations.

Unit 1

Management of working capital: Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements

Unit 2

Solvency, Liquidity Analysis & Financial Flexibility Financing Approaches in Working Capital., Financing of working capital and norms of bank finance.

Unit 3

Sources of working capital: Factoring services; various committee reports on bank finance; Dimensions of working capital management.

Unit 4

Cash Management: Concept of Cash Budget, Cash Collection Systems, Cash Concentration, Strategies Inventory Management, and Approach of inventory Management

Unit 5 Accounts Receivable Management, Credit Policy & Collections Managing Payables & Accruals Short Term Financing. Payment System & Financial Institution Marketable Securities: Avenues and Issues

NGO & Rural Management:

1. **BAM 829** **Rural Resources and Development**
2. **BAM 830** **Rural Marketing**
3. **BAM 887** **NGOs and Rural Development**
4. **BAM 831** **Rural Management :Principles and policies**

BAM-829 **RURAL RESOURCES AND DEVELOPMENT** **CREDIT: 4 (4+0+0)**

Course Objectives: To develop basic understanding of rural resources, natural Resources and Infrastructure Development Programmes in rural areas.

Unit 1: Understanding of the problem and process of the Rural Development

- ❖ Meaning
- ❖ Process
- ❖ Rural Credit
- ❖ Need for Rural Credit or Agricultural Finance

Unit 2: Resources distribution and gaps

- ❖ Agricultural Market system
- ❖ Measures to improve agricultural marketing
- ❖ Defects of Agricultural marketing in India
- ❖ Remedial measures for Improvement of Agricultural marketing
- ❖ Emerging Alternate Marketing Channels

Unit 3: Rural Ecology

- Irrigations
- Water supply
- Habitations
- IRDP programs

Unit 4: Land utilization and cropping pattern

- Rural Marketing From Four P's to Four A's
- Agricultural Productivity
- Technical Inputs

Unit 5: Water Electrification

- Fertilizers
- Seeds Implements
- Organic farming
- Water management
- Subsides manpower employments
- Migration

Unit 6: Rural Women Status:

- The Critical Condition Of Women In Rural India
- Role and Participation, Special Area Development Programme, Public Service and Extension Service

Course Objective: Course Objective: To understand rural markets and the different marketing strategies applicable to rural marketing in India. Factors affecting consumer behavior in rural marketing.

Unit 1: Rural Market: Def, Rural Market environment, Rural credit institutions, Rural Requirements, Research in Rural Market, Steps in research, Research data and sources. Constitution of rural markets, Future of rural marketing, Career opportunities in rural marketing

Unit 2: Media and rural markets: Role of Media, Types of Media.

Unit 3: Markets and structures, Problems in rural marketing, Marketing agricultural input.

Unit 4: Consumer behavior in rural marketing, Factors of consumer behaviour,

Unit 5: Targeting rural markets, Segmenting rural markets, Positioning in rural markets

Unit 6: Price strategy, Distribution channels, Communication types, Communication strategy,

Unit 7: Innovation: Concept, Innovation in rural markets, Financial services, Rural financial support

BAM-887**NGO'S AND RURAL DEVELOPMENT****CREDIT: 4 (4+0+0)**

Course Objectives: to understand the role of NGOs in the development sector, framework of NGOs and concept of advocacy and strategies of NGOs.

1. Evolution and growth voluntary organizations
2. Theory of Voluntarisms
3. Framework and type of NGOs
4. Concepts of NGOs interventions in rural development
5. People's participations in development
6. Role of SHGs
7. Concept of advocacy and strategies of NGOs in advocacy work
8. Case study of some successful NGOs like SEVA, PRADHAN and CAPART etc.

BAM 831**RURAL MANAGEMENT: PRINCIPLES AND POLICIES****CREDIT: 4 (4+0+0)**

Course Objectives: To understand the rural economy of India, rural development policies in pre and post independence period, its growth over the years and paradigms of rural development.

1. Concept and Connotations of Rural Development
2. Rural Economy of India
3. Paradigms of Rural Developments
4. Rural Developments Policies
5. Strategies for Sustainable Development
6. Poverty and Unemployment eradication programme
7. Natural Resources and Infrastructure Development Programme
8. Planning for Rural Development

Semester-III elective stream: 3 credits each

International Business

- 1. MBIB 701 Cultural Diversity & International Business.**
- 2. MBIB 702 Export & Import Procedures and Documentation**
- 3. MBIB 703 International Business Environment**
- 4. MBIB 704 International Brand Management**

MBIB 701 Cultural Diversity and International Business Credit: 03 (3-0-0)

Course Objective: To develop culturally aware students with good cross-cultural managerial skills and a multicultural vision of how to be successful in international business.

Syllabus: Cultural Diversity and International Business

Unit 1: Culture: An Introduction to Culture, Its Characteristics, Cultural Diversity and the work organization. Diversity across cultures: Variables.

Unit 2: Approaches to Understanding Cultural Diversity: Achieve Global Model: The Eiffel Tower Culture, The Family Culture, The Incubator Culture, The Guided Missile Culture. The Halls and Halls Cross Culture Classification

Unit 3: Analysis of Cultural Diversity Across Nations: American Value System, Japanese Value system, Russian Value system, Middle-Eastern Value System, Chinese Culture. Indian Culture, its values and norms. Differences between Indian culture and western culture.

Unit 4: Cross Cultural Diversity practices in Managing people: Training, Compensation, Performance review, Motivation of employees, Developing global managers. Communicating across Cultures: Language, the Need for Linguistic Proficiency in International Business, Linguistic Diversity, Language and Culture, the Influence of Culture on Language, Language Mirrors Values

Unit 5: Managing Diversity: MNC's concerns in global markets: Diverse workforce and MNC's strategies to manage diversity. Awareness of Host country environment. Ethics and Corporate social responsibility. Phases of globalization and areas of MNC's focus: Domestic operations, International operations, Multinational operations, Global operations.

Unit 6: Business Ethics in Global Scenario: 3 approaches to protect social interests: Corporate social responsibility, Business Ethics, Corporate governance. Ethical decision making: Steps and Criteria.

Suggested Readings:

1. Managing cultural diversity in globalization, Deep and Deep Publications Pvt. Ltd. : S.K. Bhatia and Poonam Chaudhary
2. International Business, Pearson Education: Roger Bennett
3. International Business, Oxford University Press: Rakesh Mohan Joshi

Course Objectives

1. To provide an understanding of the nature of export-import business and trade regulations
2. To familiarise with export/ import procedures and important documentation and provide awareness of different requirements for export/import to different countries.

Unit 1: Policy framework for International trade:

- Trade policy options for developing countries. Instruments of Trade policy. India's foreign trade policy. Policy initiatives and incentives by the state government.
- WTO and India's export promotion measures.

Unit 2: Export-Import Documentation:

- Pre-shipment documentation: Commercial (Principal and Auxiliary) and regulatory documents. Aligned Documentation System – Commercial Invoice – Shipping Bill – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form- Letter of Credit- Bill of exchange – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies.
- Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.

Unit 3: Export-Import Procedures:

- Export transaction framework. Export procedure flowchart and process. Steps in Export Procedure – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds.
- Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.

Unit 4: Policy and Institutional Framework for Exports and Imports:

- Foreign Trade Policy – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE (Assistance to States for Developing Export Infrastructure and Allied Activities) – MAI (Market Access Initiative) & MDA (Market Development Assistance) – Star Export Houses – Town of Export Excellence – EPCG Scheme (Export Promotion Capital Goods Scheme) – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO (Federation of Indian Export Organization) – IIFT (Indian Institute of Foreign Trade) – EOUs (Export Oriented Units) – SEZs(Special Economic Zones) – ITPO (International Trade Promotion Organization) – ECGC (Export Credit Guarantee Corporation of India Ltd.)– EXIM Bank

Unit 5: Insurance:

- Cargo Insurance, Its Importance, Basic Principles, Types of Cover, Types of Losses, Determination of Premium.

Unit 6: Terms of delivery in international trade transactions:

- E terms: Departure terms, F terms: Shipment terms, main carriage unpaid, C terms: Shipment terms, main carriage paid, D terms: Delivery terms.

Suggested readings:

1. *International Business, Oxford University Press: Rakesh Mohan Joshi*
2. *International Management: Concept and Cases, Tata Mc Graw Hill Publication: Manab Thakur, Gene Burton and B. N. Srivastava*
3. *International Business, Pearson Publication: Sumati Varma*
4. *International Business, Prentice Hall India Publication: Francis Cherunilam*

5. *John J. Capela, Import/Export for Dummies. Wiley Publishing, 2008 .*
6. *Jennifer Dorsey, Start Your Own Import/Export Business, 2nd ed. Entrepreneur Press. 2007*
7. *Carl A. Nelson, Import/Export: How to Take Your Business Across Borders, 4th ed McGraw Hill, 2009*

MBIB 703

International Business Environment

Credit:03(3-0-0)

Course objective:

1. To enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

Syllabus: International Business Environment

Unit 1: Introduction:

- Globalization, Why do firms go global. Factors influencing globalization. Factors restraining globalization. Response strategies to globalization forces for emerging market companies: Defender, Extender, Dodger, Contender.
- Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalisation process and managerial implications.

Unit 2: Environmental Context of International Business:

- Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.
- Introduction to Internal and External Environment and its elements. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade

Unit 3: International Political, Legal Environment and Economic Environment:

- Importance of the international political environment. Nature of politics. Political instability and risk. Handling political risk. National legal system.
- Importance of economic environment. Economic structure: Key economic variables, Gross Domestic Product, Balance of payments. Economic systems: Free market economy, Command Economy, Mixed economy, Transition economy.

Unit 4: Environmental Issues for international Business:

- Introduction to environmental degradation, climate change, trans-boundary pollution
- KYOTO protocol: Concept, Ethics of Carbon trading, Environmental protection and business strategy.

Unit 5: International Technological and cultural environment:

- Technology and innovation. Virtual world and transformation of the business.
- Cultural diversity. Business styles in different countries. Indian culture and business styles.

Unit 6: International Economic Institutions and Agreements:

- WTO, IMF, World Bank UNCTAD
- Regional Economic Groupings in Practice: Regionalism vs. Multi-lateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

Suggested readings:

1. *International Business, Oxford University Press: Rakesh Mohan Joshi*
2. *International Management: Concept and Cases, Tata Mc Graw Hill Publication: Manab Thakur, Gene Burton and B. N. Srivastava*
3. *International Business, Pearson Publication: Sumati Varma*
4. *International Business, Prentice Hall India Publication: Francis Cherunilam*

5. *Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.*
6. *Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.*
7. *Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.*
8. *Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.*
9. *Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.*
10. *Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.*

MBIB 704

International Brand Management

Credit:03(3-0-0)

Course objective:

1. To expose students to the rigors of brand management and equip them to be able to manage the branding activities in the international markets.
2. To provide necessary skills to enable assessment of brand opportunities, develop appropriate responses, manage the implementation of branding decisions, and measure the effectiveness of these decisions.

Unit 1: Basics of Branding:

- Importance of branding; Basic Branding concepts -Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. corporate branding: Major branding decisions.
- Segmentation, Targeting and Positioning

Unit 2: Brand Creation and Development:

- Identifying and selecting brand name Building brand personality, image and identity;
- Brand positioning and re-launch; Brand extension; Brand portfolio;
- Communication for branding Enhancing brand image through sponsorship and even management.

Unit 3: Managing Brand Equity and Loyalty:

- Brand Equity Brand Identity and Personality
- Brand Building in Different Sectors Customers, industrial, retail and service brands. Building brands through Internet.

Unit 4: Developing International Brands:

- Pre-requisites and process; Country-of-origin effects and global branding
- Building Indian brands for global markets.

Suggested Readings:

1. *Aaker, David A., Managing Brand Equity, The Free Press, New York, 1991.*
2. *Arnold, David, The Handbook of Brand Management, Random Century House, London 1992.*
3. *Kapferer, Jean Noel, Strategic brand Management Free Press, New York, 1997.*
4. *Moorthy, Y.L.R., Brand Management – The Indian Context, Vikas Publishing House Pvt. Ltd., New Delhi, 1999.*
5. *Sengupta Subroto, Brand Positioning: Strategies for Competitive Advantage, Tata McGraw Hill Publishing Company Ltd., New Delhi 1993.*
6. *Upsaw; Lynn B., Building Brand identity: A Strategy for Success in a Hostile Market place, John Wiley sons Inc. New York, 1995.*
7. *Aaker, D. & E. Joachimsthaler. (2000), Brand Leadership. London: Simon & Schuster.*
8. *Ahmed, P.K. & M. Rafiq. (2002), Internal Marketing: tools and concepts for customer-focused management. Oxford: Butterworth Heinemann.*
9. *De Chernatony, L. (2001), From Brand Vision to Brand Evaluation. Oxford: Butterworth Heinemann.*
10. *Gilmore, F. (1999), Brand Warriors. Corporate leaders share their winning strategies. London: HarperCollins Business.*
11. *Haig, M. (2003) Brand Failures: the truth behind the 100 biggest branding mistakes of all time. London: Kogan Page.*
12. *Hill, S. & C. Lederer (2001), The Infinite Asset: Managing Brands to Build New Value. Boston: Harvard Business School Press.*
13. *Keller, D. (2003), Strategic Brand Management. New Jersey: Prentice Hall.*

IT/SYSTEMS MANAGEMENT

1. MBIT 701 Relational Database Management systems
- 2 .MBIT 702 Business Data communications
- 3 .MBIT 703 Enterprise Resource Planning
- 4 . MBIT 704 Multi-media and web Development

MBAIT 701

Relational Database Management

Credits: 3(3+0+0)

Course Objectives: to understand the basic concepts related with relational database management, components and administration of database management, relational data structure, data warehousing and data mining.

Unit 1:

Introduction: Definition of Data, Data base and DBMS – Need for database –Advantages of database systems - File based database systems – Disadvantages –Record based database systems - Data base characteristics

Database terms : Concurrency, Consistency, Data Availability, Reliability, Transparency Data Integrity

Components of a DBMS:Database Engine – Data Dictionary – Query Processor –Report Writer – Forms Generator – Application Generator -Security

Data abstraction: Schema – Data independence- Architecture of a database system DBMS system architecture types: Personal computer system – Centralized system –Client / Server system – Distributed system.

Data models:Relational – Hierarchical – Network.

Unit 2:

Client/server technology: Client – server – distributed and co-operative processing – peer- to-peer processing – application components - transaction management

Relational data structure: Relation – Domains & Attributes – Keys – Extensions – Intensions – Data structures – Tables – Data Integrity – Manipulation views – managing data concurrency in a multi-user system - Data Security – Data Availability.

Table:Columns, Rows, Primary Key, Secondary Key, Foreign key

E-R model:Entities and attributes – Relationships – One to one –One to many - Many to one – Many to Many relationships – Normalizing the model.

Normalization: Introduction - 1NF - 2NF – 3NF - guidelines – Codd’s Rules.

Database Administration : DBA Tasks – DBA Tools – User Privileges - Performance monitoring and tuning – query tracing - Backup and Recovery

Unit 3:

Data Definition Language:Statements - Data Manipulation Language – statements- Retrieval operations

SQL Commands : Selecting Columns from a table, Selecting Rows from a table - Built- in functions – Update Operations

Queries : Simple query – where clause – group by – order by clauses -sub queries – correlated sub-queries.
Set Operations – Union, minus

Constraints :Alter table – table-level constraints.

Base Table: Indexes – types – simple – compound ; Join – types – simple – Equi-join, Non-equi join, self join, outer join

Creating and using Views: creating a view, querying a view of more than one table.

Working with Numbers :Displaying Numbers, Arithmetic Expressions

Functions and Operators:Number Functions - sin(), cos(), tan(), sqrt(), Aggregate functions –count(), avg() Conversion functions – to_char(), to_date(), NVL(), Date Functions – sysdate(), months_between(), add_moths(), Arithmetic, Logical and set Operators

Transaction control statements:Commit, rollback, savepoint

Triggers:Trigger definition – Trigger Events - Built-in Trigger – User defined Trigger – database triggers

Unit 4:

Introduction :variables – literals – data types – advantages of PL/SQL

Control statements : if ; iterative control – loop, while, for , goto ; exit when

Cursors : Types – implicit, explicit – parameterized cursors – cursor attributes

Exceptions: Types – internal , user-defined , handling exceptions – raise statement

PL/SQL tables and records:Declaring PL/SQL tables - referring PL/SQL tables, inserting and fetching rows using PL/SQL table, deleting rows; records - declaration of records - deleting records

Sub programs: Functions - procedures - in, out, inout parameters; purity functions - packages - package specification - advantages of packages - private and public items - cursors in packages.

Unit 5:

Data warehousing : Definition - DSS and EIS (Definition) - Characteristics and functioning and architecture of Data Warehousing - Data marts - Data warehousing Life Cycle - data modeling (Multidimensional Database) for data warehousing - Building of data warehouse - OLAP, MOLAP, ROLAP - Data warehouse and views - Future open issue for data warehouse

Data Mining : What is data mining Technology - Relationship to Data warehousing - Association rules - Classification - Clustering - Approaches to data mining problems - Applications of Data mining problem - Commercial tools of data mining - Knowledge Discovery

Reference Books:

1. Database Management System - Date ,C.J., Galgotia Publications
2. Fundamentals of Database System - Elmasri, R.A.,Navathe, Shyam B. Narosa Publishing House.
3. Database Management System - Post, Gerald V ,Tata McGraw-Hill, 2004
4. An introduction to Database Systems - Bipin C Desai Galgotia Publications (P) Ltd., 2005
5. Database system concepts - Abraham Silberschatz, Henry F Korth and Sudharshan S Mc Graw Hill Publishin Company Limited, 2004
6. Database Management Systems - Raghu Ramakrishnan Mc Graw Hill Publishing Company Limited, 2004

Course Objectives: The purpose of this course is to familiarize with the concepts of communication networks. And to learn the theoretical background of the Data Communications and Networking, and their application into business organization along with issues related to the next generation network.

UNIT I Fundamentals of Communication System

Communication Links, Communication System Formats, Character Codes, Digital Data Rates, Asynchronous and Synchronous Data. Basic Terminology - Data Rate, Bandwidth, error rate. Serial and parallel transmission, Standard packet formats – HDLC and SDLC.

UNIT II Types of signals

AM, FM, PM, PCM, PDM, TDMA, FDMA, SDMA, CDMA, ASK, FSK, PSK Features - Error detection and correction codes, Hamming codes.

UNIT III LAN topologies

Workstation; Server, Cables, Types of Ethernet, Broadband and base -band, Optical Fibers, Network Interface Card. Networks and accessories -LAN, MAN, WAN, Hub, Bridges, Switches, Routers, Gateways Cell Relay, Frame Relay, ISDN,B –ISDN

UNIT IV Networking

OSI Model, TCP/IP architecture and applications in Internet services -E-mail and Network file system, Comparison between peer to peer and client / server networking , Broadcasting, Multicasting, Point-to-point communication, IP Addressing, Concepts of Port, Socket, ATM,Tunneling, Virtual Private Network, Network Operating systems - Unix, Linux, Windows.

UNIT V Mobile Communication

Applications of Mobile Communication, Wireless Communication - Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML- Mobile IP, Wireless TCP& UDP, WAP, WML.

UNIT VI Data Network Security

Security requirements & Attacks - secrecy, integrity, availability, interruption, interception,

modification, fabrication, and active attacks, Encryption and Decryption Techniques – Encryption algorithm (DES), Message authentication & Hash functions, Public -Key Infrastructure-PKI & Digital Signatures- RSA algorithm and key management.

UNIT VII Network management & Standards for Computer Networks

Feasibility Plan, Network design plan, Network requirements, Network configuration, Implementation performance and fault management, End user support, cost management, Network Standards- IEEE , LLC Standard, CSMA/CD Bus, Token Passing Bus.

Suggested Readings

1. Communication Networks , Widjaja L G ,Tata McGraw Hill
2. Computer Networks and Internets , Comer , Pearson Education
3. Data Computer Communication, Stallings W , Pearson Education
4. Computer Networks , Tanenbaum ,Prentice -Hall
5. Cryptography and Network Security Principle and Practice, William Stallings , Prentice
6. Hall
7. Cryptography and Network security, Atul Kahate ,Tata McGraw -Hill

Course Objectives: to understand basic concepts related with enterprise resource planning and related technologies, ERP system, market and future directions in ERP.

Introduction to ERP

Evolution of ERP; what is ERP? Reasons for the Growth of ERP; Scenario and Justification of ERP in India; Evaluation of ERP; Various Modules of ERP; Advantage of ERP.

An Overview of Enterprise

Integrated Management Information; Business Modeling; ERP for Small Business; ERP for Make to Order Companies; Business Process Mapping for ERP Module Design; Hardware Environment and its Selection for ERP Implementation.

ERP and Related Technologies

ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision support System(DSS); Supply Chain Management (SCM).

ERP System

ERP system: Introduction; Finance, Plant Maintenance, Quality Management, Materials Management.

ERP Market

ERP Market: Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA); QAD; A Comparative Assessment and Selection of ERP Packages and Modules.

ERP Implementation Lifecycle

ERP Implementation Lifecycle: Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; implementation; Team Training; Testing; Going Live; EndUser Training; Post Implementation (Maintenance Mode).

Selection of ERP vendors

Vendors; Consultants and Users; In-House Implementation -Pros and Cons; Vendors; Consultants; End User.

Future Directions in ERP

Future Directions in ERP; New Markets; New Channels; Faster Implementation Methodologies; Business Modules and BAPIs; Convergence on Windows NT; Application Platform;New Business Segments; More Features; Web Enabling; Market Snapshot.

Other Related Technologies of SCM

Relation to ERP; E-Procurement; E-Logistics; Internet Auctions; E-markets; Electronic Business Process Optimization; Business Objects in SCM; E commerce.

Suggested Reading:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill
2. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM
3. System Implementations [An article from: Journal of Operations Management] by K.B. fendricks; V.R. Singhal; and J.K. Stratman, Publisher:Elsevier
4. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
5. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill

Course Objectives: To provide basic understanding of web design principles, introduction to web publication and hosting, introduction and elements of HTML.

UNIT I Web Design Principles

- Basic principles involved in developing a web site
- Planning process
- Five Golden rules of web designing
- Designing navigation bar
- Page design
- Home Page Layout
- Design Concept.

UNIT II Basics in Web Design

- Brief History of Internet
- What is World Wide Web
- Why create a web site
- Web Standards
- 2.1 Audience requirement.

UNIT III Introduction to HTML

- What is HTML
- HTML Documents
- Basic structure of an HTML document
- Creating an HTML document
- Mark up Tags
- Heading-Paragraphs
- Line Breaks
- HTML Tags.
- 9L+3T

UNIT IV Elements of HTML

- Introduction to elements of HTML
- Working with Text
- Working with Lists, Tables and Frames
- Working with Hyperlinks, Images and Multimedia
- Working with Forms and controls.

UNIT V Introduction to Cascading Style Sheets

- Concept of CSS
- Creating Style Sheet
- CSS Properties
- CSS Styling(Background, Text Format, Controlling Fonts)
- Working with block elements and objects
- Working with Lists and Tables
- CSS Id and Class
- Box Model(Introduction, Border properties, Padding Properties, Margin properties)
- CSS Advanced(Grouping, Dimension, Display, Positioning, Floating, Align,Pseudo class, Navigation Bar, Image Sprites, Attribute sector)
- CSS Color
- Creating page Layout and Site Designs.

UNIT VI Introduction to Web Publishing or Hosting

- Creating the Web Site
- Saving the site
- Working on the web site
- Creating web site structure

Creating Titles for web pages

6.1 Themes-Publishing web sites.

Text Books

1. HTML 5 in simple steps-Kogent Learning Solutions Inc.
2. Creating a Web Page and Web Site-Murray, Tom/Lynchburg
3. Web Designing & Architecture-Educational Technology Centre-University of Buffalo

BANKING

- | | |
|-------------|--|
| 1. MBBN 701 | Principles of Banking |
| 2. MBBN 702 | Banking System: Services and innovation |
| 3. MBBN 703 | Credit Risk Management |
| 4. MBBN 704 | Management of Banking Services |

MBBN-701 Principle of Banking Credits: 3 (3-0-0)

Course Objectives: In the era of globalization there are important roles playing by the banking organizations. Course enables students to read the basics of banking and their working environment.

Unit-I: Indian Financial System Functions of banks

Unit-II: Banking Technology

Unit-III: Support Services - Marketing of Banking Services/Products

Unit-IV: Regulations and Compliance

Unit-V: Legal aspects of banking operations

Unit-VI: Banking Related Laws

Unit-VII: Commercial Laws with reference to banking operations

Suggested Readings:

1. *Principle and Practices of Banking- IIB & F*

MBBN 702 Banking System: Service and innovation Credits: 3 (3-0-0)

MBBN 703 Credit Risk Management Credits: 3 (3-0-0)

Course Objectives: To provide participants with an in-depth knowledge of the most recent risk identification, measurement and management techniques.

Unit-I: Introduction to credit risk management process and techniques

Unit-II: Understanding and evaluating financial statements

Unit-III: Qualitative and quantitative methods for evaluating credit risk based on borrower information

Unit-IV: Market-based credit evaluation methods

Unit-V: Managing credit risk by industrial and commercial firms

Unit-VI: Dealing with post-lending problems

Suggested Readings

1. *Credit Risk management- Edinburgh Business School*

Course Objectives: to impart an understanding of the banking services and its management.

Unit-I: Introduction to banking services

Unit-II: The Role of Financial Intermediaries

Unit-III: The Industrial Organization Approach to Banking

Unit-IV: The Lender-Borrower Relationship

Unit-V: Equilibrium in the Credit Market and Its Macroeconomic Implications

Unit-IV: Individual Bank Runs and Systemic Risk

Unit-V: Managing Risks in the Banking Firm

Unit-VI: Debt vs. Equity: A Security Design View

Unit-VII: Alternatives to Banks for Intermediation

Suggested Reading:

1. Management of Banking and Financial Services- Padmalatha Suresh, Justin Paul

ACCOUNTING

1. MBAC 701 **Accounting Standards**
2. MBAC 702 **Advanced Financial Accounting**
3. MBAC 703 **Advanced Management Accounting**
4. MBAC 704 **Cost Accounting**

MBAC 701

ACCOUNTING STANDARDS

Credits: 3

Course Objectives: to impart basic understanding of accounting standards, need for accounting standards and accounting standard setting.

Unit I Accounting Standards

Meaning, Definition, features, reasons to establish accounting standards, need of accounting standards, benefits of accounting standards-users, management and government, role of management in accounting standards.

Unit II Accounting Standards setting

Accounting standards setting organizations, difficulties in accounting standards, accounting standards in India, standards setting process in India.

Unit III Statement formats and contents

Presentation of financial statements (IAS-1), Cash flow statements (IAS-7), Accounting policies (IAS-8), Interim Financial Reporting (IAS 34).

Unit IV Disclosure

Events after the balance sheet date (IAS-10), related party disclosures (IAS- 24), earning per share (IAS-33), Financial institutions: disclosure and presentation (IAS-32), Financial institutions: recognition and measurement (IAS-39).

Reference Books

1. Sharma, D.G., Accounting Standard, Taxmann
2. Chintan and Bhupinder, Indian Accounting Standard, Tata McGraw Hill

Course Objectives: to impart an understanding of advanced financial accounting, accounting principles, conventions and concepts.

UNIT I

Meaning and scope of Accounting

Definition and functions of accounting, need of accounting, end users of accounting information, branches of accounting, accounting principles, accounting concepts, accounting conventions, introduction to finance, accounting as an information system, Generally Accepted Accounting Principles (GAAP), balance sheet and related concepts.

UNIT II

Financial Statements

Overview of accounting cycle, measurement of business income and financial position: constructing corporate financial statements –journal ledger, trial balance, profit and loss account, balance sheet, cash flow statement, provision affecting preparation, presentation and analysis of Audit Reports and Director's reports.

UNIT III

Issue of Shares and Debentures

Meaning of shares, types of shares, classification of share capital, issue of shares at premium and discount, forfeiture of shares, redemption, meaning of debentures, kinds of debentures, and redemption by conversion.

UNIT IV

Hire Purchase, Lease and Instalment Purchase System

Meaning of Hire Purchase, features of Hire purchase system, calculation of interest, default and repossession, installment system, distinction between Hire purchase system and Installment System, Meaning of Lease finance, advantages and disadvantages, types of leasing.

Reference Books:

1. Grewal, T.S.Introduction to Accounting. S.Chand & Company, New Delhi
2. Paresh Shah: Basic Financial Accounting for Management, Oxford University Press.
3. Ramachandran, N & Kakani, R.K.Financial Accounting for Management, Tata McGraw Hill.
4. Bhattacharya,S.K., Accounting for Management:Text and cases, Vikas Publishing House, New Delhi
5. Bhattacharya,H.”,How to Read a Balance Sheet: Adapted to Indian Laws and requirements” Oxford and IBH Publishing Company Pvt. Ltd.

Course Objectives: to impart an understanding of management accounting, its scope and need. Application of management accounting concepts for accounting professionals.

UNIT I

Management Accounting

Meaning of management accounting, functions of management accounting, scope, difference between management accounting, financial accounting and cost accounting, utility of management accounting, limitations of management accounting, and tools of management accounting.

UNIT II

Financial Statement Analysis and Interpretation

Meaning and types of Financial statement, nature of financial statement, limitations of financial statement, analysis and interpretation of financial statement, steps involved in financial statement analysis, ratio analysis, classification of ratios, advantages of ratio analysis, limitation of ratio analysis.

UNIT III

Marginal Costing

Meaning of marginal costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, concept and uses of contribution and Break Even Point and their analysis for various types of Decision making like single product pricing, multi product pricing, replacement sales etc.Differential Costing and

Incremental Costing: concept uses and applications, methods of calculation of these cost and their role in management decision making like sales, replacement buying etc.

UNIT IV

Funds Flow Statement and Cash Flow Statement

Meaning and concept of funds ,importance of funds flow ,limitations of funds flow, procedure of preparing funds flow, meaning of cash flow statement, preparation of cash flow statement, sources of cash, difference between funds flow and cash flow statement, limitations of cash flow statement, Recent trends in Financial Accounting

UNIT IV

Responsibility Accounting and Transfer Pricing

Concept and various approaches to Responsibility accounting, concept of investment center, cost center, profit center and responsibility centers and its managerial implications, Transfer pricing: concept types and importance; neo concepts for decision making: Activity based costing, Cost Management, Value Chain Analysis, Target Costing, Decision involving alternative choices.

Reference Books:

1. Hansen, D.R. & Mowen, M.M., Management Accounting, Thompson South Western
2. Pandey,I.M., Management Accounting, Vikas Publishing House, New Delhi
3. Arora MN, Cost and Management Accounting, Vikas Publishing House, New Delhi
4. Shah: Management Accounting, Oxford University Press

MBAC 704

COST ACCOUNTING

Credits:3

Course Objectives: to impart an understanding of cost accounting, its scope and need. Application of cost accounting concepts for accounting professionals.

UNIT I

Introduction

Cost Accounting terms, cost behavior pattern: Fixed and Variable Costs, controllable and uncontrollable costs, opportunity cost, sunk cost, incremental costing, differential costing

UNIT II

Cost Elements and Cost Sheet

Introduction, elements of cost- functional classification of costs, cost sheet, basic cost accounting principles, different product costs for different purposes.

UNIT III

Absorption Costing and Marginal Costing Methods

Introduction, costing methods, throughput costing, marginal costing techniques, product mix, make or buy decision, decision on methods of manufacturing, shutting down decisions, marginal cost and product pricing.

UNIT IV

Cost-Volume-Profit Analysis

CVP assumptions, Break-even point and Margin of safety-Equation method, Graphical representation of CVP relationship, Multi profit graph.

UNIT V

Standard Costing

Purposes and advantages of Standard Costing, setting Standard Costs, difference between budgets and standard costs, limitation of Standard Costing, Standard Hour: Variance Ratios, Standard Cost Variance, Standard Cost Variance Analysis-Basic Principles.

Reference Books:

1. Bhattacharya,A. Principles and Practice of Cost Accounting, Prentice Hall of India
2. Foster,G., Cost Accounting
3. Foulke, A.R., Cost Accounting, Tata McGraw Hill

E-BUSINESS

1. **MBEB 701 Introduction to E-business**
2. **MBEB 702 Enterprise Resource Planning**
3. **MBEB 703 E- Marketing and Sales management**
4. **MBEB 704 Logistics for E-commerce**

MBEB 701	Introduction to E-business	Credit:03(3-0-0)
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Course Objectives: The objective of this course is to increase understanding the concept of e-Business and e-Business Technologies.

Unit 1: Frame work of e-Business v/s e-Commerce, Traditional v/s e-Business Transactions, Infrastructural requirements for e-Business, issues and challenges of e- Business EDI: applications in Business, Implementation, Security, Standardization and Internet based EDI.

Unit 2: Payments of the net: e-Transaction, Requirements of Payment Systems, Types of Payments, Implementation of payment systems, Risks of internet based payments, Control & Minimization.

Unit 3: Security and ethical challenges of e-Business; Breach in Security and its remedies.

Unit 4: Electronic market: Consumer and Business markets, e-ordering, marketplace for buyers and seller advertising and marketing on Internet, Distribution Chain, Customer support, Virtual Factories.

Unit 5: Cyber Laws: Information Technology Bill 2000, UNO resolutions concerning cyber crimes, provisions under law and scope of various cyber laws. Legal amendments in the Evidence Act concerning cyber crimes.

MBEB 702	Enterprise Resource Planning	Credit:03(3-0-0)
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Course Objectives: to impart basic understanding of ERP, business modeling for ERP and commercial ERP package and architecture.

Unit I INTRODUCTION TO ERP: Integrated Management Information Seamless Integration – Supply Chain Management – Integrated Data Model – Benefits of ERP – Business Engineering and ERP – Definition of Business Engineering – Principle of Business Engineering – Business Engineering with Information Technology.

Unit II BUSINESS MODELLING FOR ERP - Building the Business Model – ERP Implementation – An Overview – Role of Consultant, Vendors and Users, Customization – Precautions – ERP Post Implementation Options-ERP Implementation Technology –Guidelines for ERP Implementation.

Unit III ERP AND THE COMPETITIVE ADVANTAGE ERP domain MPGPRO – IFS/Avalon – Industrial and Financial Systems – Baan IV SAP-Market Dynamics and Dynamic Strategy.

Unit IV COMMERCIAL ERP PACKAGE Description – Multi-Client Server Solution – Open Technology – User Interface- Application Integration.

Unit V ARCHITECTURE Basic Architectural Concepts – The System Control Interfaces – Services – Presentation Interface – Database Interface - Cases.

MBEB 703	E-Marketing and Sales management	Credit:03(3-0-0)
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Course Objectives: to impart an understanding of E-marketing and sales management, selecting and managing marketing channel and communication.

- The nature of marketing management
- Marketing management organisation structures of buyer in marketing
- Developing and managing products
- Designing pricing strategies

- Selecting and managing marketing channels
- Managing marketing communications
- Managing the sales force
- Marketing planning
- The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

MBEB 704

LOGISTICS FOR E-COMMERCE

Credits:3

Course Objectives: to impart an understanding of E-commerce, network infrastructure for E-commerce, web security issues, encryption and electronic payments.

UNIT I

Introduction: Definition of Electronic Commerce, E-Commerce: technology and prospects, incentives for engaging in electronic commerce, needs of E-Commerce, advantages and disadvantages, framework, Impact of E-commerce on business, E-Commerce Models.

UNIT II

Network Infrastructure for E- Commerce: Internet and Intranet based E-commerce- Issues, problems and prospects, Network Infrastructure, Network Access Equipments, Broadband telecommunication (ATM, ISDN, FRAME RELAY). Mobile Commerce: Introduction, Wireless Application Protocol, WAP technology, Mobile Information device.

UNIT III

Web Security: Security Issues on web, Importance of Firewall, components of Firewall, Transaction security, Emerging client server, Security Threats, Network Security, Factors to consider in Firewall design, Limitation of Firewalls.

UNIT IV Encryption: Encryption techniques, Symmetric Encryption: Keys and data encryption standard, Triple encryption, Secret key encryption; Asymmetric encryption: public and private pair key encryption, Digital Signatures, Virtual Private Network.

UNIT V

Electronic Payments: Overview, The SET protocol, Payment Gateway, certificate, digital Tokens, Smart card, credit card, magnetic strip card, E-Checks, Credit/Debit card based EPS, online Banking. EDI Application in business, E- Commerce Law, Forms of Agreement, Govt. policies and Agenda.

UNIT VI

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics – distribution and warehousing management. Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management.

References:

1. Ravi Kalakota, Andrew Winston, “Frontiers of Electronic Commerce”, Addison- Wesley.
2. Pete Lohsin , John Vacca “Electronic Commerce”, New Age International
3. Goel, Ritendra “E-commerce”, New Age International
4. Laudon, “E-Commerce: Business, Technology, Society”, Pearson Education
5. Bajaj and Nag, “E-Commerce the cutting edge of Business”, TMH
6. Turban, “Electronic Commerce 2004: A Managerial Perspective”, Pearson Education
7. G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan, 2000
8. B.S. Sahay, Macmillan – Supply Chain Mangement, 2000, (Pearson Education, 2004)

**Master of Business Administration (MBA)
Syllabus**

MBA-4th Semester

BAM 865

Strategic Management

CREDIT HRS: 04

Course Objective: The paper is designed to impart the skill based knowledge of Strategic Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of Strategic Management in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

Learning Goals

After completing the course of study, students will have;

- 1. An understanding of key concepts, importance and role of strategic management.*
- 2. A view of the levels of strategic management*
- 3. An understanding of types of strategies.*
- 4. An understanding of the impact of the process of strategic management*
- 5. An understanding of the impact of social networking on CRM best practices*
- 6. Develop a strategic plan for the implementation of various types of strategies.*

Unit 1: Introduction to Strategy and strategic management: Defining strategy. Contributors to Strategic Management. Strategists and their role in strategic management. Process of strategic management.

Unit 2: Strategic Intent and Environmental & Organizational appraisal: Vision, Mission, Business Definition, Goals and Objectives, Concept of environment, Environmental scanning, Factors affecting environmental appraisal. Internal environment, Methods used for organizational environment.

Unit 3: Corporate and Business level strategies: Grand Strategies, Stability strategies, Expansion strategies, retrenchment strategies, combination strategies, business level strategies, generic business strategies.

Unit 4: Strategic analysis and choice: Process of strategic choice, corporate and business level strategic choice. Activating strategies

Unit 5: Structural, behavioural, functional and operational implementation: Structure for strategies, organizational systems, leadership implementation, corporate culture, business ethics, corporate social responsibility, functional strategies, Operational implementation.

Unit 6: Strategic evaluation and control: Overview and Process of strategic evaluation and control, techniques of strategic evaluation and control.

Reference Books:

1. Strategic Marketing Management: planning, implementation and control (2004) by Richard M.S. Wilson and Colin Gilligan
2. Strategic Management: Contemporary Concepts and Cases by [Nitish Sengupta](#) and [J.S. Chandan](#)
3. Principles of Strategic Management by Tony Morden
4. Saloner, G., A. Shepard and J. Podolny. Strategic Management. John Wiley, 2001.
5. Grant, Robert H. The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. California Management Review 33, No. 3, 1991.
6. Porter, Michael E. Towards a Dynamic Theory of Strategy. Strategic Management Journal 12, 1991, pp 95-117.
7. Porter, Michael E., Competitive Strategy, Macmillan, 1980.
8. Porter, M. Competitive Advantage. Free Press, 1985.

Course Objective:

1. Understand the techniques of moral reasoning and argumentation that are needed to analyse moral issues in business.
2. Analyse the presuppositions of business—both moral presuppositions and the presuppositions from a moral point of view.

Unit-I: Ethics

- Introduction to Ethics
- Meaning of Ethics
- Approaches to Ethics
- Major Attributes of Ethics
- Introduction to Business Ethics
- Factors That Influence Ethics
- Importance of Ethics
- Role of Ethics in Management

Unit-II: Corporate Governance

- Introduction
- Meaning and definitions
- Significance
- Importance of Corporate Governance
- Nature
- Features of Corporate Governance
- Objectives
- Reasons for Failure of Corporate Governance

Unit-III: Ethical Theories

- Utilitarianism
- Deontology
- Virtue Ethics
- Economic Justice

Unit-IV: Ethical Issues in Functional Areas of Business

- To understand Business Market
- Characteristics of perfect competitive market
- Ethics in advertising finance
- Efficiency in Financial markets
- HR Ethics
- Worker's Rights and Duties
- Workplace Safety

Unit-V: Theories underlying Corporate Governance

- State Holders Theory
- Stewardship Theory
- Agency Theory
- Corporate Governance Mechanism

Unit-VI: Corporate Government Process

- Indian Model of Corporate Governance
- Emphasis on Corporate Governance Ethics
- Understanding Transparency, Accountability & Empowerment

Unit-VII: Role Players

- Role of Board of Directors
- Board structure
- Role of Non-Executive Directors

- Role of Auditors
- SEBI
- Role of Government

Suggested Readings:

1. *Business Ethics, Ethical Decision Making & Cases-* Ferrell, O.C., Fraedrich, John, and Ferrell, Linda
2. *A Judeo-Christian Approach to Business Ethics*, Zondervan- Scott Rae and Kenman Wong, *Beyond Integrity*.

MBA 812

Project Management

Credit: 3(3+0+0)

Course Objectives: This course explains Projects and their importance to attend the organizational goal and objectives. After reading this course students able to manage the projects effectively.

Unit-I:An Overview and Key Concepts of Project Management

Unit-II: Project Feasibility Studies

- Project Identification
- Market and Demand Analysis
- Technical Analysis
- Project Cost Estimate
- Financial Appraisal of Single Projects
- Financial Appraisal of Multiple Projects

Unit-II: Human Aspects in Project Management

- Project Organisation
- Project Leadership
- Motivation in Project Management
- Communication in the Project Environment
- Conflict in Project Management

Unit-III: Project scheduling with PERT/CPM

Unit-IV: Time-Cost Trade-Off and Crashing of Projects

Unit-V: Contract Management

Unit-VI: Project Cost Control (PERT/Cost)

Unit-VII: Risk Analysis in Project Management

Unit-VIII: Project Audit and Project Termination

Unit-IX: Project Control

Unit-X: Case Studies on Project Management

Suggested Readings:

1. Project management by Gary R Herrkens, Tata Mcgraw Hills
2. Project Management: A Systems Approach to Planning, Scheduling, and Controlling (11th Edition)

Semester-IV elective stream: 3 credits each

MARKETING

- | | |
|------------|-----------------------------------|
| 1. BAM 873 | International Marketing |
| 2. BAM 891 | Tourism Management |
| 3. BAM 832 | Retail and Franchising |
| 4. BAM 833 | Sales and Distribution Management |
| 5. BAM 834 | Customer Relationship Management |

BAM-873

INTERNATIONAL MARKETING

CREDITS: 4 (4+0+0)

Course Objectives: The course provides an exposure to concepts and issues pertaining to international marketing. The course participants will become more familiar with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

UNIT I

Need for international marketing, features of international marketing and domestic marketing, international business environment economic, political, legal demographic, cultural and natural environment.

UNIT II

International trading environment, international marketing research, market profiling and selection, market entry and operating strategies-exporting, licensing contract manufacturing, foreign production, joint ventures, etc,

UNIT III

International market segmentation and market coverage strategies, differentiated marketing, undifferentiated marketing, concentrated marketing, niche marketing, product strategies, international marketing and product life cycle,

UNIT IV

Pricing strategies, promotion strategies, distribution strategies, international marketing Organisation-export department, subsidiary, foreign branches/officer, foreign direct investment and multinational corporation, foreign trade strategy of India, exim policy, and export promotion measures, major problems of India export sectors, impact of globalization on India agriculture and manufacturing.

BAM-891

TOURISM MANAGEMENT

CREDIT: 4 (4+0+0)

Course Objectives: to impart basic understanding of tourism management, types of tourism and tourism organizations.

Growth in global tourism and trends in Indian tourism, types of tourism-adventure, health, cultural and ecotourism, tourism operation and services, travel agency and tour operation and business, tourism products of India, hospitality and resort management, tourism transport system-land, air, water transport, tourism market environment and market segments, marketing mix-tourism products, pricing, selling and distribution channels, festivals and events management, sustainable tourism management, Tourism organizations: organization and functions of WTO, PATA, ICAO, FHRAI, TAAI, IATO, tourism infrastructure in India.

Course objectives: To introduce the basic concepts of retail management and the latest developments in retailing in the Indian context. To provide a strategic perspective of the retailing industry and to introduce to the framework of Retail mix and each of its elements.

UNIT I Introduction to Retailing

Retailing in India, Significance of retail industry, Marketing retail equations, New role of retailers, Indian retail scenario and its future prospects.

UNIT II Retail Formats and Theories

Theories of retail development, Concept of retail life cycle, Classification of retail stores
The role of franchising in retail.

UNIT III Understanding the Retail Consumers

The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers

UNIT IV Store Locations

The importance of store locations, types of locations, steps involving in choosing a location, trade areas and their evaluation, how to evaluate a retail location

UNIT V Measuring Financial Performance

Measures of Financial Performance, The strategic profit model, measures of retail performance

UNIT VI Merchandising Buying

The process of merchandising buying, the procedure for selecting vendors and building partnerships, the concept of own brand and manufacturers' brand, the concept of category management, Retail Store Operations, Retail Store Design & Visual Merchandising

The relationship between store image and store design, components of exterior and interior, consideration for selecting layout, visual merchandising in retail, the attraction of Franchise Franchise relationships, Master Franchise, Franchise Selection, Franchise and Business opportunity Rule, Franchisor.

Course Objectives: To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution. To pay special emphasis on the practising manager's problems and dilemmas. To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

UNIT I Concept of Sales management, evolution, nature and role, importance, Difference Sales and Marketing.

UNIT II Determining sales related marketing policies, products policy, distribution policy, pricing policy.

UNIT III Concept of Distribution, Distribution channel, strategy, distribution channel management.

UNIT IV Channel conflict, causes, types and implication of conflicts.

UNIT V Distribution and logistics.

Books Recommended

- Sales and Distribution Management-Aftab Alam
- Sales and Distribution Management-Tapan Panda, Sunil Sahadev
- Sales Management Decisions, Strategies and Cases-Richard Still, Esward Cundiff, Norman Govoni.

Course objectives: to impart basic understanding of CRM, CRM marketing initiatives and strategies in business organizations.

Unit 1: CRM: Concept and role of CRM in Business, Understanding Customers: Concept of CRM, Relationship management in practice, Segmenting ,Targeting & Positioning various services.

Unit 2: Building: CRM and Sales force automation: Introduction, SFA and Mobile CRM, SFA Process. Customer retention.

Unit 3: CRM in Marketing: Campaign Management, CRM Marketing initiatives. Strategies of CRM.

Unit 4: CRM in e-business: E-CRM, CRM and Enterprise planning.

Unit 5: Analytical CRM: Introduction, nature and role.

Unit 6: Designing CRM programme: Concept and process.

Unit 7: CRM tools and implementation of CRM

Unit 8: Future of CRM.

HUMAN RESOURCE MANAGEMENT

1. **BAM 835 Human Resource Planning and Development**
2. **MBA 806 Strategic Human Resource Management**
3. **MBA 807 Stress Management and Emotional Intelligence**
4. **MBA 808 International HRM**
5. **MBA 809 HR Measurement**

BAM-835 HUMAN RESOURCE PLANNING AND DEVELOPMENT CREDIT: 4 (4+0+0)

Course Objectives: to impart an understanding of human resource planning in business organizations and human resource planning process.

UNIT I: Human Resource Planning: Concept and Objectives of HRP, Types of HR plan, Factors affecting HRP, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach, Evolution and growth of HRP, Qualitative and Quantitative Dimensions of HRP, Labour Market Behaviour and its impact on HRP. Human Resource Information System: Concept, Objectives of HRIS, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS at macro and micro level.

UNIT II: Human Resource Planning Process: Forecast and Projection, types of HR forecasts, Methods of HR demand forecasting at macro and micro level. Supply forecasting- Wastage analysis, Age population balance, Pattern of internal movements of employees in the organization.

UNIT III: Career planning Succession Planning: concept, objectives and process, Career planning and development, Stages of career, Early Career and Mid-career crisis and its management. Human Resources Audit: Scope, Characteristics and Process of HR audit, Human Resource Accounting.

Recommended Books:

1. Human Resource Planning, Bhattacharya - EB
2. Human Resource Planning and Audit, Arun Sekhri - HPH
3. Strategic Human Resource Planning, Vivek Paranjpee, Allied
4. Strategic Human Resource Planning, Belcourt and Mc Bey - Cengage
5. Strategic Staffing, Phillips, Gully - Pearson

MBA-806**Strategic Human Resource Management****Credit: 3(3+0+0)**

Course Objective: Course aims at providing the students the knowledge and skills that they can use to effectively manage the human resources to achieve the organizational goals.

Unit-I: Introduction:

Nature of HRM, Scope of HRM, Objectives of HRM, Importance of HRM, Systems approach to HRM, History of Personnel/ Human Resource Management, Evolution of concept of HRM

Unit-II: Concepts of Strategic Human Resource Management:

- HRM and Competitive Advantage
- Traditional HR verses Strategic HR

Unit-III: Human Resource Environment:

- Globalisation and HR
- Mergers & Acquisitions and HR
- Downsizing and HR
- Technology and HR
- Outsourcing ,Off shoring and HR

Unit-IV: Total Quality Management:

- Reengineering
- HR's Role in Reengineering Processes

Unit-V: Trends in Workforce:

- Managing workforce Diversity
- Challenges in Managing a Diverse Workforce
- Diversity Management Strategies

Unit-VI: Work Life Balance**Unit-VII: Domestic and International Labour Markets:**

- Labour Markets and the returns on investments
- Labour Markets and Equal Employment Opportunity
- General Characteristics of the Market for Labours

References:

1. *Human Resource Strategy :Dreher Dougherty*
2. *Human Resource Management: V S P Rao*

MBA 807**Stress Management and Emotional Intelligence****Credit: 3(3+0+0)**

Course Objectives: Course aims at providing the knowledge about the organizational stress and how to cope with the use of emotional intelligence.

Unit-I: Understanding Stress

- What is Stress, Stressors Personal causes of stress
- Organizational causes of stress
- The General Adaptation Syndrome
- Fight or flight response

Unit-II: Symptoms of stress

- Symptoms of stress , The three Ps
- Consequences of Stress

- Cultural difference causing stress, constructive versus Destructive stress
- Episodic versus chronic stress

Unit-III: General Stress Interventions

- Types of intervention
- General coping strategies
- Stress problem solving Sequence
- ABCDE problem solving Model

Unit-IV: Stress In individuals

- Types of personalities
- Transactional Analysis
- Locus of Control
- Work life Balance

Unit-V:Emotional Intelligence:

- Definition History and the measurement of emotional Intelligence
- Impact of emotional Intelligence on business environment
- Emotional intelligence skills
- Business Solution and emotional intelligence

Suggested Readings:

1. *Stress Management & Emotional Intelligence- Daniel Goleman*
2. *Emotional Intelligence and Your Success- Steven Stein and Howard*

BAM-808 International Human Resource Management Credit:3 (3+0+0)

Course Objectives: To Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically, conducting research for the purpose of discussing specific cases relating to international HRM, evaluating alternative approaches and defending the recommendations with evidence, and developing confidence in conducting training workshops.

1. Human Resources and HRM in a Comparative Perspective
2. Systems for International Recruitment and Selection, Procedures and Policies.
3. Cultural Factors/Issues in International Performance Management
4. Development of International Staff and Multinational Teams
5. Approaches to International Compensation Management.
6. Repatriation
7. Managing Global, Diverse Workforce
8. International Industrial Relations in a Comparative Perspective
9. Global Unions, Regional Integration and Framework Agreements
10. Emerging Trends in International Employee Relations and Employee Empowerment.
11. International Labour Laws and Policies.
12. HR/IR issues in MNCs and Corporate Social Responsibility.

Suggested Readings:

1. *International Human Resource Management: Policies and Practices- Briscoe Schular and Tarique.*

MBA 809 Human Resource Measurement Credit: 3(3+0+0)

Course Objectives: Course aims to enable students to effectively manage the available human resource effectively to attend the organizational goals and objectives.

Unit-I: Introduction and Overview

- Changing Role of HR
- HR as a Strategic Partner
- The Need for Measuring HR

Unit-II: Approaches to Measuring HR

- Competitive Benchmarking
- HR Accounting
- HR Auditing
- HR Cost Monitoring
- HR Effectiveness Index
- HR Key Indicators
- HR MBO
- HR Profit Centre
- HR Reputation
- Return on Investment
- Surveys

Unit-III- Measuring Specific Impact

- Measuring HR's Contribution to Enterprise Goals
- Cost Benefit Analyses for HR Interventions
- Measuring HR's Impact on Processes
- Measuring HR's Value Added
- Balanced Scorecard and HR Scorecard

Unit-IV: Special Issues in Measurement Process

- Principle of Good Measurement
- Integrating Alternative Measures of Behavioural and Performance Outcomes
- End-to-end HR Value Report
- Measuring HR Alignment
- The Next Generation HR Valuation
- Human Resource Valuation Strategy for Inventing Future.

Suggested Readings:

1. Human Resource Management- Dazzler
2. Human Resource Management- L. M. Prashad

FINANCE

- | | |
|-------------------|----------------------------------|
| 1. MBA 811 | Corporate Restructuring |
| 2. BAM 841 | Micro Finance |
| 3. MBA 810 | Financial Risk Management |
| 4. BAm 843 | International Finance |

MBA-811

Corporate Restructuring

Credit: 3(3+0+0)

Course Objectives: Course comprises the knowledge about changing paradigm of industry and organizational structure.

UNIT-I

- Meaning of Corporate Restructuring
- Need, Scope and Modes of Restructuring
- Emerging Trends
- Planning, Formulation and Execution of Various Corporate Restructuring Strategies - Mergers, Acquisitions, Takeovers, Disinvestments and Strategic Alliances, Demerger and Hiving off
- Expanding Role of Professionals

UNIT-II

- Legal, Procedural, Economic, Accounting, Taxation and Financial Aspects of Mergers and Amalgamations including Stamp Duty and Allied Matters
- Interest of Small Investors
- Merger Aspects under Competition Law
- Jurisdiction of Courts; Filing of Various Forms

- Amalgamation of Banking Companies and Government Companies
- Cross Border Acquisition and Merger

UNIT-III

- Concept of Demerger; Modes of Demerger - by Agreement, under Scheme of Arrangement
- Demerger and Voluntary Winding Up
- Legal and Procedural Aspects; Tax Aspects and Reliefs
- Reverse Mergers – Procedural Aspects and Tax Implications

UNIT-IV

- Financial Alternatives; Merits and Demerits
- Funding through various Types of Financial Instruments including Equity and Preference Shares, Debentures, Securities with Differential Rights, Swaps, Stock Options; ECBs, Funding through
- Financial Institutions and Banks
- Rehabilitation Finance
- Management Buyouts/Leveraged Buyouts

UNIT-V

- Reduction of Capital
- Reorganization of Share Capital
- Buy-Back of Shares – Concept and Necessity
- Procedure for Buy-Back of Shares by Listed and Unlisted Companies

Suggested Readings:

1. Corporate Restructuring: From Cause Analysis to Execution - Springer

BAM-841

MICRO FINANCE CREDIT:

4 (4+0+0)

Course Objectives: The course is designed to sensitize the students to the key issues linked to the micro finance including the challenges inherent therein, in the particular context of India, and to familiarize them (the students) with the initiatives taken in the country for addressing the said issues.

1. Concept of micro-Finance: Nature and Scope
2. The Indian Micro-Finance Industry-Status and Trends
3. Models of Micro-Finance-Introduction to Strategic Choice by Organizations (Exercise on Models to be done in small groups).
4. Cost in Micro-Finance Institutions
5. Portfolio and Delinquency Management-Delinquency, Default, Definitions, Rates and Sustainability
6. Strategic Business Planning-Key Aspects and Strategic Issues for Developing a Business Plan
7. Impact assessment of Micro-Finance Programmes

MBA 810

Financial Risk Management

Credit: 3(3+0+0)

Course Objectives: Risk management has emerged as one of the most important area in finance. The evolution of this subject has been attracting the interest of both practitioners and academia. Therefore, the course is a blend of theory and application. Real data analysis is an important part of this course. A student successfully completing this course will be familiar with the main current practices of financial risk management.

Unit-I:

Financial Risk: An Overview, Evolution, and the Environment

Unit-II:

Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity)

Unit-III:

Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modelling Risk Factors, Using implied volatility in Value-at-Risk measures

Unit-IV:

Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility

Unit-V:

Measuring risk using Value-at-Risk, concept and computation of Var using variance-covariance approach, Calculating portfolio risk of more than one assets.

Unit-VI:

Monte Carlo simulation, issues in generating price process (Brownian Motion, Ito Process), Cholesky decomposition in computing multi-asset VaR.

Unit-VII:

Edit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR.

Unit-VIII:

Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining

Unit-IX:

Case Discussions (Asia Currency Crisis, Amaranth Hedge funds, Allied Irish Bank Bank of Credit and Commerce International (BCCI), ERM Crisis, Orange County, Barings, Daiwa, Kidder Peabody, Metallgesellschaft, Northern Rock, Procter and Gamble (P&G), US Savings & Loan Crisis, etc)

Unit-X:

An Integrated Risk Management framework, Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting, Issue of Governance ratings and risk in institutions, the role of risk management offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, stop loss and Var based limits, establishing trading limits.

Suggested Readings:

1. Peter Christoffersen (2003), Elements of Financial Risk Management, Academic Press (hereafter, PC).
2. Robert Mc Donald (2006), Derivatives Markets, 2nd Edition, Addison Wesley. (here after M).
3. Jonathan Mun (2006), Modeling Risk: Applying Monte Carlo Simulation, Real Options Analysis, Forecasting, and Optimization Techniques, 1st Edition Wiley. (here after JMA)
4. John Marthinsen (2009), Risk Takers: Uses and Abuses of Financial Derivatives, 2^d Edition, Pearson Education. (here after JMA)

BAM 843**INTERNATIONAL FINANCE****CREDIT: 4 (4+0+0)**

Course Objectives: The course focuses on understanding the theory of international finance and its real world applications from a business point of view. Understanding the foreign exchange markets and world capital markets (banking, debt and equity) is necessary to carry out a sound and effective management of the firm from a financial point of view.

UNIT I

International Dimensions of Financial Management: The Emergence of MNC, Nature of the MNC, Objectives of the firm and Risk Management, Domestic Financial Management and International Financial Management, Multinational Capital Budgeting – application and interpretation.

UNIT II

Managing Foreign Exchange exposure: Management of foreign exchange risk, Management of translation exposure, Management of transactions exposure, Management of economic exposure.

UNIT III: International Financial Markets: International Banking and Money market, International Banking Services, Capital adequacy standards, International Money Markets, International Equity Sources, Global Equity Markets, Methods of sourcing, Cross listing in secondary markets, New Equity issues, International Debts sources, Debt Management and Funding Goals, International Debt, Instruments, International bank loans, Euro notes, International Bond Market.

Recommended Books:

1. International Financial Management – Sharan, TMH
2. International Financial Management – Madhuvij – Excel Books
3. International Financial Management – Apte – TMH
4. International Financial Management – Siddaiah – Pearson
5. International Financial Management – V.A. Avadhani – HPH
6. International Finance – A case Book – Desai – Wiley 7. International Finance – O’ Brien – Oxford
7. Multinational Financial Management by Alan C. Shapiro., Prentice Hall
8. Foreign Exchange and Risk Management by C. Jeevanandam; Sultan Chand & sons

Semester-IV elective streams 3 credits each

INTERNATIONAL BUSINESS

1. MBIB 801 International Business Strategy
2. MBIB 802 International Economics
3. MBIB 803 Global e-business
4. MBIB 804 Global Operations and Supply Chain Management
5. MBIB 805 International Financial Management

MBIB 801 International Business Strategy Credit: 03 (3-0-0)

Course Objectives:

1. To provide an understanding of the main motives of international strategies in international business
2. To provide a logical and comprehensive approach based on concept, structure and strategy of international business.

Unit 1: Introduction to Strategy and Overview of Global Business in the 21st Century:

- Concept of Strategy, Strategy and tactics, Strategic Objectives, Mission and Vision. The model of strategic management process.
- Analyze the global business environment in the 21st century, drawing conclusions on its evolution, Examine the role of organizational and national culture in global business expansion, Compare and contrast the defunct theory of Absolute Advantage, Comparative Advantage and Competitive Advantage as it applies to nations and companies

Unit 2: Methods of Entry in International Business and Global Outsourcing:

- Why do Firms go Global? Modes of Entry, Motives of firm internationalization. International Location choice. Introduction to Outsourcing.
- Forms of outsourcing. Drivers of outsourcing. Global Expansion Issues, Barriers, and Strategies

Unit 3: Product Portfolio analysis:

- BCG Matrix. Competitive strategy: M.E. Porter's 5 forces model of competitive advantage. Generic Business Strategies, The value chain analysis.

Unit 4: International Strategies:

- International Corporate-Level Strategies International Scope: Worldwide Presence or Regionalization. Multi-domestic Strategy, Global Strategy, Transnational Strategy
- International Business-Level Strategy

Unit 5: Alliances, Acquisitions, Technology and Innovation:

- Introduction to strategic alliances and its benefits. Stages of building strategic alliances. Acquisitions and reasons for acquisitions.
- Technological Innovation, The national Innovation system. Patents and Innovation. Technology transfer. The internet and e-commerce.

Unit 6: Building functional excellence:

- International Organizational Structure and Design: Early organizational structures and International division structures.
- Global Organizational structures: International Structural Stages Model, Global Product Structure, Global Area Structure.

- International Marketing, International Human Resource Management, International Operations, Accounting for International Business.

Article Readings:

1. Levitt, T. "The Globalization of Markets." *Harvard Business Review*, May-June 1983
2. IBM- *The Globally Integrated Enterprise*.
3. Porter, M. E. (1998). *Clusters and the new economics of competition*. *Harvard Business Review*, 76(6), 77-90.
4. Porter, M. E. (1990). *The competitive advantage of nations*. *Harvard Business Review* 68(2) 73-93.
5. Kónya, I. (2006). *Modeling cultural barriers in international trade*. *Review of International Economics*, 14(3), 494-507.
6. Fliess, B., & Busquets, C. (2006). *The role of trade barriers in SME internationalization*. *OECD Papers*

Suggested Readings:

1. *International Management: Concept and Cases*, Tata Mc Graw Hill Publication: Manab Thakur, Gene Burton and B. N. Srivastava
2. *International Business*, Pearson Publication: Sumati Varma
3. *International Business*, Prentice Hall India Publication: Francis Cherunilam
4. *International Business*, Oxford University Press: Rakesh Mohan Joshi

MBIB 802

International Economics

Credit:03(3-0-0)

Course Objective:

1. To provide an understanding of the important linkages between domestic economy and its external sector.
2. To give the conceptual clarity of the theoretical aspects of international trade and finance and the changes in the international economic policy.
3. To provide an understanding of the business implications of international economic environment and the basic macroeconomic relationships as they affect the behaviour of firm.

Unit 1: Theories of International Trade: History and development of trade theory, The Ricardian theory of trade, Heckscher-Ohlin model of trade, Stolper-Samuelson effects, Rybczynski effects

Unit 1: International Monetary Systems, International Business Environment, European Monetary System and Emergence of Euro

Unit 2. Developing Countries' Concerns, Exchange Rate Policy of Developing Economies, India's Exchange Rate Regimes and Experiences, Nominal vs Real Exchange Rates, Bilateral vs Effective, Exchange Rates and the Economy

Unit 3: Tariff and Non-tariff barriers to trade, Development through Trade Policies - Import Substitution and Infant Industry argument - Export-oriented development strategies

Unit 4:

- Introduction Distinction between International Trade and International Macroeconomics
- National Income accounting and the Balance of Payments
- Asset Approach to Exchange Rate Determination - The Demand for Foreign Currency Assets - Equilibrium in the Foreign Exchange Market - Interest Rates, Expectations, and Equilibrium
- Money, Interest Rates, and Exchange Rates - Aggregate Money Demand - The Equilibrium Interest Rate - The Money Supply and the Exchange Rate in the Short Run - Money, the Price Level, and the Exchange Rate in the Long Run
- Price Levels and the Exchange Rate in the Long Run - Empirical Evidence on PPP and the Law of One Price - Explaining the Problems with PPP - A General Model of Long-Run Exchange Rates - Real Exchange Rate and Real Interest Parity

Unit 5. Emerging Market Analysis, Country Risk Analysis, Foreign Investment Analysis: Direct and Portfolio, Currency Convertibility: Current Account and Capital Account, South Asian Currency Crisis

Unit 6. International Trade, Developments in International Trade Theory, Trade Policy Instruments and Liberalization, World Trade Organization, Legal Dimension in International Business

Suggested Readings:

1. Appleyard D., Field A. International Economics, Mcgraw-Hill, 7th ed., 2009
2. Copeland, L., Exchange Rates and International Finance. Prentice Hall, 5th ed., 2008
3. Krugman P., Obstfeld M., Melitz M. International Economics: Theory and Policy. Ed. 9

MBIB 803

GLOBAL E-BUSINESS

Credit:03(3-0-0)

Course objectives: The objective of this course is to form a basic content of e-business and trade. This course will provide an opportunity to students to examine business-to-consumer (B2C) and business-to-business (B2B) e-business market. The course introduces students to a wide range of electronic business issues for managers, as a foundation for continual learning in the dynamic e-business environment.

UNIT I Introduction to E-business and E-commerce.

UNIT II E-Environment

UNIT III International Nature of

UNIT IV E-business and Ecommerce

UNIT V E-business Strategy: Approaches to UNIT VI

Developing E-business Strategy

UNIT VII E-Business Activities: Improving UNIT VIII

Efficiency and Reducing Costs and Revenue Models

UNIT IX Role of E-marketplaces in International Business

UNIT X Web Site Design and Localization

UNIT XI The effects of mobile technologies in e-business, E-Business Communication (for B2B – B2C market)

Readings:

1. David Koisur, “Understanding Electronic Commerce: How online transactions can grow your business” Microsoft – PHI, New Delhi 2001
2. Ravi Kolkatta and M. Robinson, “E-Business: Roadmap to Success:, Addison Werley, New Delhi 2000.
3. Bare Act: IT Bill 2000. Khanna Publication, Delhi 2001.
4. Management Information System Managing IT in the e-Business Enterprise
5. James A.O’Brien Tal McGraw Hill Edition. Fifth Edition 2002

MBIB 804

GLOBAL OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Credit:03(3-0-0)

Course Objective:

1. To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.

Unit 1: Basic Framework:

- Concept of Operations and supply chain management (SCM), Evolution of SCM, Role of Logistics in Supply Chain, Supply Chain Vs Demand Chain, Value chain analysis and SCM; Internationalisation of SCM. Global Vs Domestic Supply Chain, Strategic Issues, Cross Border Logistics, Free trade zones, Risk Associated with global Supply chain.
- Concept, span and process of integrated SCM, Product development Process and SCM. Approaches to Improving Product and Service Designs,

Unit 2: Managing Relationship and Quality:

- Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.
- Introduction to Quality, Total Quality Management, Continuous Improvement tools: Process Mapping, Root cause analysis, PDCA cycle,
- Statistical Quality Control.

Unit 3: Procurement Methods and e-Procurement:

- Introduction to procurement, Procurement process, Economic Order Quantity, Vendor Management Inventory, Online Procurement, Purchasing Cards, E-Procurement, Reverse Auction, Benefits of e-procurement, Types and Models, Government initiatives for e-procurement.

Unit 4: Process Choice, Layout Decisions and Managing Capacity:

- Types of Manufacturing Processes, Linking manufacturing processes across the supply chain.
- Service Processes, Layout Decision Models: Line Balancing
- Introduction to Capacity, Measures and Factors affecting capacity, Supply chain considerations, Capacity strategies, Methods of evaluating capacity alternatives: Cost, Demand, Expected value, Decision trees, Break-Even Analysis

Unit 5: Planning and Controlling Operations and Supply Chain:

- Sales and Operations Planning Cycle, Major Approaches to Sales and Operations Planning: Top Down planning, Level, Chase and Mixed production plans, Bottom-up planning, cash flow analysis
- Managing inventory: Inventory management principles and approaches, Periodic Review system, Continuous review system, Single-period inventory system
- Master scheduling Material requirement planning, Job sequencing, Just-in-Time/Lean production
- Role of IT in Managing Supply Chain

Unit 6: Logistic System:

- Concept, objectives and scope of logistics, Transportation, Warehousing, inventory management.
- The changing supply of logistics services: A UK perspective, Developments in Western European Logistics Strategies, Logistics in China, Logistics strategies for central and Eastern Europe, North American Logistics

Suggested Readings:

1. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs, 1992.
2. Christopher., M., Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services, Pitman, London, 1992.
3. James, C.J. and D.F. Wood, Contemporary Logistics, Macmillan, New York, 1990.
4. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul, 1995.
5. Stern, L.W., et. al., Marketing Channels, Prentice Hall of India private Ltd. New Delhi, 1996.
6. Sople V.V, Supply Chain Management, Pearson.
7. Bozarth Cecil, Introduction to Operations and Supply chain management, Pearson.

MBIB 805 **INTERNATIONAL FINANCIAL MANAGEMENT** **Credit:03(3-0-0)**

Course Objectives: The course focuses on understanding the theory of international finance, foreign exchange markets, international capital markets and strategic decision making in international finance.

PART I: FOREIGN EXCHANGE MARKETS

Balance of Payments, The Foreign Exchange Market, Market players, Spot rates, forward rates and foreign exchange swaps, model of foreign exchange markets: interest parity, Real monetary assets, interest rates and exchange rates, Foreign Exchange Intervention, Globalization and the Multinational Firm.

PART II: INTERNATIONAL CAPITAL MARKETS

International Capital Markets: International Credit and Money Markets, International Bond Market, International Equity Markets, Globalization and Market Integration .

PART III: HEDGING AND RISK MANAGEMENT

Risk Management and Hedging Strategies, Forecasting Exchange Rates, Measuring Exposure to Exchange Rate Fluctuations, Foreign currency futures and options, Managing Transaction Exposure, Managing Economic and Translation Exposure.

PART IV: STRATEGIC DECISION-MAKING IN INTERNATIONAL FINANCE

Foreign Direct Investment, Financing in the Short-Term and in the Long-Term, Managing Net Working Capital, International Trade Finance.

SYSTEM MANAGEMENT

- 1. MBIT 801 Computer Aided Management**
- 2. MBIT 802 Networking Management**
- 3. MBIT 803 Programming Technology (C++)**
- 4. MBIT 804 Statistical Research Packages**
- 5. MBIT 805 Information System, Security and Control**

MBIT 801

COMPUTER AIDED MANAGEMENT

Credit: 3

Course Objectives: This course will develop knowledge and understanding of contemporary theories and practices by examining the relationship between a theoretical understanding and real -life situations and by integrating different dimensions of computer aided management arising from human resource management, information systems and strategic management.

UNIT I

Management Support Systems- Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications.

UNIT II

Decision Support Systems- Introduction to Decision Support Systems, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems, Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems.

UNIT III

Knowledge Management-Concepts, Development Methods, Technologies & Tools, Electronic Document Management, Knowledge - Based Decision Support-Artificial Intelligence - Concept, Definition, AI Vs Natural Intelligence. Expert System -Concept, Structure, Working, Benefits & Limitations, Knowledge Acquisition & Validation - Scope, Methods, Validation, Verification, Analyzing, Coding, Documenting & Diagramming , Knowledge Representation, Inference Techniques.

UNIT IV

Data Warehousing &Data Mining-Access, Analysis, Mining & Visualization - Data Mining: What is Data Mining? Motivating Challenges, The Origins of Data Mining, Data Mining Tasks, Exploring Data- Summary Statistics, Visualization, Multidimensional Data Analysis, Classification: Preliminaries General Approach to Solving a Classification Problem, Decision Tree Induction, Model Over fitting, Evaluating the Performance of a Classifier, Methods for Comparing Classifiers, Association Analysis - Problem Definition, Frequent Item set Generation, Rule Generation, Compact Representation of Frequent Item sets, Alternative Methods for Generating Frequent Item sets, FP -Growth Algorithm, Evaluation of Association Patterns, Effect of Skewed Support Distribution.

UNIT V

Neural Computing - Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware,

Benefits & Limitations of Neural Networks.

UNIT VI

Grid Computing-- Overview. Intelligence System Development, Fuzzy Logic, Genetic Algorithm

UNIT VII

Implementing & Integrating Management Support Systems- Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration.

Suggested Readings

1. Decision Support System & Intelligent System, Turban, Aronson, Pearson.
2. Business Intelligence: data mining and optimization for decision making, Vercellis Carlo Wiley
3. Key Issues in the New Knowledge Management, Joseph M. Firestone, Mark W. McElroy, Butterworth-Heinemann Publication, USA
4. Introduction to Knowledge Management, Todd Groff, Thomas Jones, Butterworth - Heinemann Publication, USA

MBAIT 802

NETWORKING MANAGEMENT

Credit: 03 (3-0-0)

COURSE OBJECTIVES:

1. To understand the need for interoperable network management.
2. To learn to the concepts and architecture behind standards based network Management
3. To understand the concepts and terminology associated with SNMP and TMN.
4. To understand network management as a typical distributed application.
5. To study the current trends in network management technologies.

UNIT I FUNDAMENTALS OF COMPUTER NETWORK TECHNOLOGY

- Network Topology, LAN, Network node components- Hubs, Bridges, Routers, Gateways, Switches, WAN, ISDN Transmission Technology, Communications protocols and standards. Network Management: Goals, Organization, and Functions, Network and System Management, Network Management System Platform, Current Status and future of network

UNIT II OSI NETWORK MANAGEMENT

- OSI Network management model-Organizational model-Information model, communication model. Abstract Syntax Notation - Encoding structure, Macros Functional model MIP/CMIS

UNIT III INTERNET MANAGEMENT(SNMP)

- SNMP(V1 and V2)-Organizational model-System Overview, The information model, communication model-Functional model, SNMP proxy server, Management information, protocol remote monitoring- , RMON SMI and MIB, RMON1, RMON2 - A Case Study of Internet Traffic Using RMON.

UNIT IV BROADBAND NETWORK MANAGEMENT

- Broadband networks and services, ATM Technology-VP, VC, ATM Packet, Integrated service, ATMLAN emulation, Virtual Lan. ATM Network Management-ATM Network reference model, integrated local management Interface. ATM Management Information base, Role of SNMD and ILMI in ATM Management, M1, M2, M3, M4 Interface. ATM Digital Exchange Interface Management- , TMN conceptual Model- TMN Architecture, TMN Management Service Architecture

UNIT V NETWORK MANAGEMENT APPLICATIONS

- Configuration management, Fault management, performance management, Event Correlation Techniques security Management, Accounting management, Report Management, Policy Based Management Service Level Management- Network Management Tools, Network Statistics Measurement Systems – Web Based Management, XML Based Network Management - : Future Directions.

Suggested Reading:

1. Mani Subramanian, "Network Management Principles and practice ", Pearson Education, New Delhi, 2010.
2. STALLINGS, WILLIAM, "SNMP, SNMPv2, SNMPv3, and RMON 1 and 2," Pearson Education, 2012
3. Salah Aïdarous, Thomas Plevayk, "Telecommunications Network Management Technologies and Implementations ", eastern Economy Edition IEEE press, New Delhi, 1998.

Course Objectives:

To present the syntax and semantics of the "C++" language as well as basic data types offered by the language.

To discuss the principles of the object-oriented model and its implementation in the "C++" language.

To demonstrate the means useful in resolving typical implementation problems with the help of standard "C++" language libraries.

UNIT 1. Introduction :

Unit 1: What is object oriented programming? Why do we need object- oriented. Programming characteristics of object-oriented languages. C and C++.

UNIT 2. C++ Programming basics :

Output using cout. Directives. Input with cin. Type bool. The setw manipulator. Type conversions.

UNIT 3. Functions :

Returning values from functions. Reference arguments. Overloaded function. Inline function. Default arguments. Returning by reference.

UNIT 4. Object and Classes :

Making sense of core object concepts (Encapsulation, Abstraction, Polymorphism, Classes, Messages Association, Interfaces) Implementation of class in C++, C++ Objects as physical object, C++ object as data types constructor. Object as function arguments. The default copy constructor, returning object from function. Structures and classes. Classes objects and memory static class data. Const and classes.

UNIT 5. Arrays and string arrays fundamentals. Arrays as class Member

Data :

Arrays of object, string, The standard C++ String class

UNIT 6. Operator overloading :

Overloading unary operations. Overloading binary operators, data conversion, pitfalls of operators overloading and conversion keywords. Explicit and Mutable.

UNIT 7. Inheritance :

Concept of inheritance. Derived class and based class. Derived class constructors, member function, inheritance in the English distance class, class hierarchies, inheritance and graphics shapes, public and private inheritance, aggregation : Classes within classes, inheritance and program development.

UNIT 8. Pointer :

Addresses and pointers. The address of operator and pointer and arrays. Pointer and Faction pointer and C-types string. Memory management : New and Delete, pointers to objects, debugging pointers.

UNIT 9. Virtual Function :

Virtual Function, friend function, Static function, Assignment and copy initialization, this pointer, dynamic type information.

UNIT 10. Streams and Files :

Streams classes, Stream Errors, Disk File I/O with streams, file pointers, error handling in file I/O with member function, overloading the extraction and insertion operators, memory as a stream object, command line arguments, and printer output.

UNIT 11. Templates and Exceptions :

Function templates, Class templates Exceptions

UNIT 12. The Standard Template Library :

Introduction algorithms, sequence containers, iterators, specialized iterators, associative containers, strong user-defined object, function objects.

Suggested Reading:

- *Programming: Principles and Practice Using C++* (Bjarne Stroustrup)
- *C++ Primer* (Stanley Lippman, Josée Lajoie, and Barbara E. Moo)
- *A Tour of C++* (Bjarne Stroustrup)
- *Accelerated C++* (Andrew Koenig and Barbara Moo).

MBIT 804

STATISTICAL RESEARCH PACKAGES

Credits: 03 (3-0-0)

Course Objectives: to impart an understanding of statistical packages and their applicability in business decision making.

UNIT I

Learning the Basics of SPSS, Looking at Frequency Distributions and Descriptive Statistics. Presenting Data in Graphic Form. Testing Research Hypotheses for Two Independent Samples.

UNIT II

Testing Research Hypotheses about Two Related Samples, Comparing Independent Samples with One-way ANOVA, comparing related Samples with One-way ANOVA. Measuring the Simple Relationship between Two Variables. Describing the Linear Relationship between Two Variables.

UNIT III

Assessing the Association between Two Categorical Variables, Entering Data using Programs other than SPSS.

Recommended Books:

1. Ready, Set, GO! A Student Guide to SPSS, Thomas Pavkov, Kent Pierce, TMH.
2. SPSS for Windows step by step, George & Mallery, Pearson
3. Data Analysis with SPSS, Carver and Nash, Cengage.
4. PC Software for Windows, R.K. Taxali, Tata-McGraw Hill publishing, New Delhi.
5. SPSS Manual

Course Objectives: In this course, students will be able to: analyze information systems access control, analyze security architecture and design, analyze network security systems and telecommunications, analyze information security management goals, analyze information security classification and program development, analyze risk management criteria and ethical codes of conduct, analyze software development security, analyze cryptography characteristics and elements. Analyze physical security and operations security; apply Business Continuity and Disaster Recovery Plans. Identify legal issues, regulations, compliance standards, and investigation practices relating to information systems security.

UNIT-I

- Information Technology: Need for information technology; information technology firms; what they are and how they do things; Opportunities the IT industries offer.

UNIT -II

- Information Systems: Concepts and overview of information systems; A systematic framework for information systems; Components of information systems; information systems design, analysis and management

UNIT -III

- Database Management Systems for information Systems: Data resources, structure and functional aspects: graphic database,data storage and hypermedia; Data design issues and output designs.

UNIT -IV

- Internet and systems [SIS] for Sustainable Development: concepts and theory of SIS, Role of SIS for Sustainable Development, Sustainable Development Planning and Decision making based on SIS

UNIT-V

- Introduction- Computer Security, Threats to security, History of Computer security, Computer System Security and Access Controls (System access and data access). Threats - Viruses ,worms , Trojan horse, bombs, trap doors, spoofs, email virus, macro viruses, remedies, Intruders, Malicious software, Firewalls, vulnerabilities & threats, Network Denial of service attack. Communication security- Encryption, classical encryption techniques, data encryptions standards, advance encryption techniques Network Security,Security- E-Mail Security, IP security, Web security, Server security-security for network server, web servers,

Suggested Reading:

1. Hilty L.M.Seifert E., Treibert R[2004] *information Systems for sustainable Development*, Idea Group Publishing, Hershey, PA, USA
2. O'Brien, J.A.1999: *Management Information Systems*, New York: Irwin-Mcgraw Hill.
3. *Computer Security*, Dieter gouman, John Wiley & Sons
4. *Computer Security: Art and Science*, Mathew Bishop, Addison-Wisley
5. *Introduction to computer Security-* Mathew Bishop, Addison-Wisley
6. *Network security*, Kaufman, Perlman and Speciner,Pearson Education
7. *Cryptography and Network Security*, william Stallings, Pearson Education

E-BUSINESS

1. MBEB 801 E-commerce: Law, ethics and securities
2. MBEB 802 E-programming and E-commerce applications
3. MBEB 803 E-business financial models
4. MBEB 804 Advanced web development and designing tools
5. MBEB 805 Consumer behavior: E-commerce

MBEB 801 E-COMMERCE: LAW, ETHICS AND SECURITIES Credit: 03(3-0-0)

Course Objectives: to impart an understanding of E-commerce law, ethics and securities and its applicability in business organizations.

Unit 1: Ethical principles and the application of these principles to current business and technological issues on the net.

Unit 2: Network technology and intellectual property rights law issues. Ethical constructs, which underlie Internet issues. Regulations and professional practices governing the Internet. Topics include: patent, copyright, trade secret, contractual arrangements, technology licensing, internet taxation issues, technology failure liability, computer crime, and privacy.

Unit 3: Internet and Media Law: The law and emerging principles that govern the dissemination of Internet information and the regulation of information providers. Topics include: defamation; liability of service providers; privacy issues; publication bans; regulation of telecommunications and related industries; media content regulation; copyright issues; and media ownership.

MBEB 802 E-PROGRAMMING AND E-COMMERCE APPLICATIONS CREDIT:03(3-0-0)

Course Objectives: to impart an understanding of E-programming, basic Java language, HTML and Basic object-oriented programming in Java.

Unit 1: E-business case models and their implementation.

Unit 2: Introduction to JavaScript. Basic memory concepts. Arithmetic and relational operators. Basic control structures. Javascript objects. Functions and arrays. Web page management.

Unit 3: Introduction to dynamic HTML. Introduction to Active serve pages. Simple ASP constructs such as a shopping site and an auction site.

Unit 4: Introduction to Java. Basic Java language programming constructs and algorithms, data types, assignment, input/output methods. Writing Applets. Basic object-oriented programming in Java.

MBEB 803 E-BUSINESS FINANCIAL MODELS Credit:03(3-0-0)

Course Objectives: to impart an understanding of E-Business financial models, cryptography techniques and evaluation of electronic payment system.

Unit 1: The impact of Internet on the financial sector. On-line finance: strategies for new services and financial products supply. On-line finance: strategies to be a successful financial services supplier. Banks and the Internet: status quo and possible developments.

Unit 2: Motivation for electronic payment. Areas of application. Characteristics of traditional payment systems.

Unit 3: Cryptography techniques for payment systems. Systems based on credit cards. Electronic checks. Electronic cash payment systems. Micro payments. Evaluation of electronic payment systems.

MBEB 804 ADVANCED WEB DEVELOPMENT AND DESIGNING TOOLS Credit:03(3-0-0)

Course Objectives: The student will be able to 1. Define the principle of Web page design 2. Define the basics in web design 3. Visualize the basic concept of HTML. 4. Recognize the elements of HTML. 5. Introduce basics concept of CSS. 6. Develop the concept of web publishing

UNIT I

Web Design Principles, Basic principles involved in developing a web site, Planning process, Five Golden rules of web designing, Designing navigation bar, Page design, Home Page Layout, Design Concept. 3L+1T

UNIT II

Basics in Web Design, Brief History of Internet , What is World Wide Web, Why create a web site , Web Standards.

UNIT III

Introduction to HTML , What is HTML, HTML Documents, Basic structure of an HTML document, Creating an HTML document, Mark up Tags, Heading-Paragraphs, Line Breaks.

UNIT IV

Elements of HTML, Introduction to elements of HTML, Working with Text, Working with Lists, Tables and Frames, Working with Hyperlinks, Images and Multimedia, Working with Forms and controls.

UNIT V

Introduction to Cascading Style Sheets, Concept of CSS, Creating Style Sheet, CSS Properties, CSS Styling(Background, Text Format, Controlling Fonts), Working with block elements and objects, Working with Lists and Tables. 5.7 CSS Id and Class, Box Model(Introduction, Border properties, Padding Properties, Margin properties

UNIT VI

Introduction to Web Publishing or Hosting, Creating the Web Site, Saving the site, Working on the web site, Creating web site structure, Creating Titles for web pages, Themes-Publishing web sites.

MBEB 805 CONSUMER BEHAVIOR: E-COMMERCE Credit:03(3-0-0)

Course Objectives: to impart and understanding of E-Commerce and consumer behavior, buying behavior, business markets and business buying behavior.

UNIT I: Marketing's Focus and Mode of Thinking

UNIT II: The Marketing Concept and its Limitations

UNIT III: The Nature of Marketing Management

UNIT IV: An Introduction to the Elements of the Marketing Mix

UNIT V: The Place of Buyer Behaviour in Marketing

UNIT VI: Factors Influencing Buyer Behaviour

UNIT VII: Buyer Decision Making: Theory and Practice

UNIT VIII: Business Markets and Business Buying Behaviour

ACCOUNTING

1. MBAC 801 Financial Statement analysis for Managers
2. MBAC 802 Accounting Information systems
3. MBAC 803 Corporate Financial Reporting

MBAC 801 FINANCIAL STATEMENT ANALYSES FOR MANAGERS Credit: 03 (3-0-0)

Course Objectives: The learning objectives of this course are:

- a) to understand financial statements (comprising statement of comprehensive income, balance sheet, statement of cash flow, statement of changes in equity and notes to accounts) from a user perspective such as an equity investor, lender, financial analyst and management.
- b) to analyse the business performance and risk of a company based on its financial statements.
- c) develop soft skills like problem solving, decision making, team work, communication, inquiry and analysis.

UNIT1:Introduction

- Meaning and objectives of financial management Analysis, origin of financial statement analysis- sources of financial statement information, traditional approach vs. new approach to financial statement analysis

UNIT2:Techniques of Financial Statement Analysis.

- Common size statements, Financial Ratio Analysis: Application of accounting ratio, comparative analysis, Du Pont Analysis, Trend Statements,

UNIT3:Mergers, Acquisitions and Takeovers

- Meaning of Mergers, acquisitions and takeovers, reasons for mergers, legal and tax aspects of mergers, financial aspect of a merger, purchase of a division/ plant.

UNIT 4:International Financial Management

- Foreign Exchange Markets and rates, raising foreign currency finance, financing and insuring exports, documents in international trade, Foreign exchange exposure, Management of foreign exchange exposure

Suggested Reading:

1. Lev.B, *Financial Statement Analysis: A new approach*, Prentice Hall of India
2. Foster,G.,*Financial Statement Analysis*
3. Foulke, A.R. *Practical Financial Statement Analysis*, Tata McGraw Hill
4. Prasanna Chandra, *Financial Management-Theory and Practice*, Tata McGraw Hill, New Delhi

MBAC 802 ACCOUNTING INFORMATION SYSTEMS Credit: 03 (3-0-0)

Course Objectives: The learning objectives for the course are to develop competence in accounting information systems (AIS) by learning to do the following things:

1. Design business processes and represent them with documentation tools.
2. Analyze data to provide insights about business operations and performance: Spreadsheet and database manager
3. Design and implement well-structured databases to enable business processes.
4. Evaluate internal control in information systems and design controls to mitigate risks associated with information systems.

Unit 1:Introduction

- Meaning of accounting information system, basic functions, importance and role of accounting information system, sub-system of accounting information system, role of accounting information system in company's value chain, business process, Management information system (MIS) and accounting information system (AIS).

Unit 2:Control and accounting information system

- Control objectives of accounting information system, Preventive control, detective control, corrective control, general control and application control, Sarbanes-Oxley Act of 2002 (SOX) and foreign corrupt practices Act.

Unit 3:Information systems

- Executive Support System (ESS), Management Information System (MIS), Decision Support System (DSS), Transaction Processing System (TPS).

Unit 4:General Ledger Reporting System (GLRS)

- Basic activities of GLRS, threats of GLRS, data warehouse for business intelligence.

Suggested Reading:

1. Accounting Information System- Marshall B. Romney
2. Accounting Information System- Uric, Dull and Wheeler, Oxford University Press.
3. Accounting Information System- James Hall

MBAC 803

CORPORATE FINANCIAL REPORTING

Credits: 03

Course Objectives: The objective of this course is to train students to become sophisticated readers of corporate financial statements. As such, the focus will be on understanding and analyzing the statements and supporting notes, rather than on preparing them. By the end of the course students should be able to spot potential red flags in a company's financial statements and make adjustments to those statements so that they better reflect the underlying financial health of the company.

UNIT 1: Financial Management

- Introduction to finance, objectives of Financial Management-Profit maximization and wealth maximization. Changing role of finance managers in globalised environment. Organization of finance function. Time value of Money, Risk and return analysis, valuation of securities. Indian Financial system- primary market and secondary market, money market and foreign exchange market.

UNIT 2:Investment Decision

- Appraisal of project; concept, process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis-financial, operating and combined leverage along with implications; EBIT-EPS analysis. Capital Budgeting practices in Indian Companies.

UNIT 3: Financing Decision

- Long Term Sources of Finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long term finance, innovative source of Finance; concept and approaches of Capital Structure decision: NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital: Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

UNIT 4: Dividend Decision

- Factors affecting dividend policy-dividend policies-stable dividend, stable payout. Relevance and Irrelevance. Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; factors affecting dividend decision. Overview of working capital decision: concept, components, factors affecting working capital requirement, working capital management: management of cash, inventory and receivables; working capital financing.

Suggested Reading:

1. Damodaran, A, *Corporate Finance-Theory and Practice*, Wiley Publication
2. Prasanna Chandra, *Financial Management-Theory and Practice*, Tata McGraw Hill, New Delhi
3. Pandey, I.M., *Financial Management*, Vikas Publishing House, New Delhi
4. Arora MN, *Corporate Financial Reporting*, Vikas Publishing House, New Delhi

BANKING

1. **MBBN 801 IT in Banking**
2. **MBBN 802 Rural Banking & Microfinance**
3. **MBBN 803 Banking Laws and Regulations**
4. **MBBN 804 Wealth Management**

MBBN 801

IT IN BANKING

Credits: 3 (3-0-0)

Course Objectives: to provide an overview of Banking Banking in India, Types of Banks, Roles of banks and application of IT tools in banking model.

Unit - I - Branch Operation and Core Banking - Introduction and Evolution of Bank Management - Technological Impact in Banking Operations - Total Branch Computerization - Concept of Opportunities - Centralized Banking - Concept, Opportunities, Challenges & Implementation MBA (Bank Management) – syllabus 2011-12 & onwards - CPOP Page 23 of 26

Unit - II – Delivery Channels - Overview of delivery channels - Automated Teller Machine (ATM) - Phone Banking - Call centers - Internet Banking - Mobile Banking - Payment Gateways - Card technologies - MICR electronic clearing

Unit - III - Back office Operations - Bank back office management - Inter branch reconciliation - Treasury Management - Forex Operations - Risk Management - Data centre Management - Net work Management - Knowledge Management (MIS/DSS/EIS) - Customer Relationships Management (CRM)

Unit - IV - Inter bank Payment System - Interface with Payment system Network - Structured Financial Messaging system - Electronic Fund transfer - RTGSS - Negotiated Dealing Systems & Securities Settlement Systems - Electronic Money • E Cheques

Unit - V - Contemporary Issues in Banking Techniques - Analysis of Rangarajan Committee Reports - E Banking - Budgeting - Banking Softwares - Case study: Analysis of Recent Core Banking Software.

Text Book & References:

1. Financial Services Information Systems - Jessica Keyes Auerbach publication; 2nd edition (March 24, 2000)
2. Kaptan S S & Choubey N S., "E-Indian Banking in Electronic Era", Sarup & Sons, New Delhi, 2003
3. Vasudeva, "E - Banking", Common Wealth Publishers, New Delhi, 2005
4. Turban Rainer Potter, Information Technology, John Wiely & Sons Inc
5. Banking Technology - Indian Institute of Bankers Publication

MBBN 802

RURAL BANKING AND MICRO FINANCE

Credits: 3 (3-0-0)

Course Objectives: The course seeks to underline the tenets of social banking and inclusive financial system. In this context reference is sought to be made to the evolution of micro finance initiative as a socially responsive and yet commercially viable proposition.

Unit – I Rural Banking Centred: Development banking – social banking – banking structure: commercial banks, cooperative, RRBS constraints in credit delivery system - NABARD and rural development – micro finance. Introduction – Problems of Rural indebtedness - Need for rural credit role of credit-objectives of the credit sources of the rural credit institutional and noninstitutional credit-Credit delivery mechanism in rural finance

Unit – II Role of Commercial Banks and Rural Credit-Objectives and functions of commercial Banks-The Progress of Commercial Banks-Types of Rural CreditShort term and long term credit-Terms and Conditions

of finance-Repayment conditions-Lead Banks Scheme and Rural Credit: -Service Area Approach-New Strategy for Rural Credit.

Unit – III Regional Rural Banks-Role of RRBs in Rural Credit-Aims Objectives and Functions RRBs-Progress of RRBs-Financing and Re-payment procedure of RRBs-NABARD and Rural Credit-Objectives and Functions of NABARD-Achievements and Performance of NABARD-Problems.

Unit – IV Co-operative Credit: importance and role of Co-operatives in Rural Development –growth and Progress of cooperatives – cooperative movement in India and evolution – Principles of Cooperatives - Aims, objectives and Functions of Cooperatives - Role of Cooperative credit – the trends in growth-Structure-Organizations and functions.

Unit – V Rural Cooperative Credit Societies-The Structure of cooperative credit societies– PACs, DCCBs, and APSCB-Their Aims, objectives and functions-Terms and Conditions of Finance-Re-payment Procedure-progress and problems of Finance.

UNIT VI

Micro finance: Concept, Elements, Importance and Brief History-Sustainable community Banking-role of Micro finance in Poverty Reduction. Concept and Importance of women empowerment-national Policy for the empowerment of women-Role of Micro finance in women empowerment.

Book References :

1. Rudradath and K.P.M.Sundaram-Indian Economy—S.cand & Co. Limited, New Delhi-110055, 2008
2. S.K.Mistra & V.K.Puri – Indian Economy- Himalaya Publishing House, Mumbai- 400004, 2008.
I.C.Dingra: Rural Banking in India- S.cand & Co. Limited, New Delhi-110055, 1994 A.N.Agarwal and Kundana Lal: - Rural Economy of India – Vikas publilshing House Ltd. – New Delhi-110014, 1990.
3. R.D.Bedi – Theory, Histroy and Practice of Co-operation, Loyal Book Depot, Meerut, 1979
Dr.B.S.Mathur – Co-operation in India – Sahitya Bhawan, Agra – 282003, 1988.
4. Rais Ahmad – Rural Banking and Economic Development – Mittal publications, New Delhi – 110059, 1998.
5. T,N,Hajela – Principles, problems and practice of Cp-operation- Shivala Agrawala & Co. – Agra-3, 1987.
6. I.C.Dingra – Rural Banking in India – Sultan Chand & Sons, New Delhi – 110002, 1994. S.K.Datta – Co-operative Socities and Rural Development, Mittal Publications – New Delhi-110059, 1991.
7. M.L.Varma – Rural Banking in India – Rawat Publications, Jeypore – 302017, 1988. Rudra Pratap Singh – NABARD – Organization – Management and Role- Deep & Deep Publications, New Delhi – 110027, 1994.

MBBN 803

Banking Laws and Regulations

Credits: 3 (3-0-0)

Course Objectives: to impart basic understanding of banking laws and regulations, regulatory framework and compliances, banking related laws, electronic banking nad risk management in banks.

Unit-I: Overview of Banking System

Unit-II: Regulatory Framework and Compliances

Unit-III: Legal Aspects of Banking Operations

Unit-IV: Banking Related Laws

Unit-V: Banker - Customer Relations

Unit-VI: Loans and Advances

Unit-VII: Securities for Banker’s Loans

Unit-VIII: Financial System Contemporary and Emerging Issues: An Overview.

Unit-IX: International Banking Management

Unit-X: Electronic Banking and IT in Banks

Unit-XI: Risk Management in Banks

Unit-XII: Ethics and Corporate Governance in Banks

Suggested Readings:

1. *Banking Law and Regulations-The Institute of Company Secretaries of India*

MBBN 804

Wealth Management

Credits: 3 (3-0-0)

Course Objective: This course enables students an overview of the real world considerations that are needed to connect all the singular functional areas that comprise personal and business wealth management such as: basic and advanced estate planning, investment management and tax management.

Unit-I:Overview of Indian and Global Financial System

Unit-II:Concept of Wealth Management

Unit-III:Life Cycle Management

Unit-IV:Measuring Investment Returns in Wealth Management

Unit-V:Investment Vehicles of Wealth Management

Unit-VI:Managing Investment Risk in Wealth Management

Unit-VII:Indian Tax Laws

Unit-VIII:Legalities in Wealth Management

Unit-IX:Role of Wealth Management in Banking

Unit-X:Inter-generational Wealth Transfer & Tax Planning

Suggested Readings:

1. *The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets-* Harold Evensky, Stephen M. Horan, Thomas R. Robinson.

RURAL & NGO MANAGEMENT

1. MBA 813 Rural Institutions, Programs and Interventions
2. MBA 814 Administration of NGOs
3. MBA 815 Public Health Policy and Management
4. MBA 816 Sustainable Rural Development
5. MBA 817 Agribusiness and rural industries

MBA 813 Rural Institutions, Programs and Intervention Credits: 3 (3-0-0)

Course Objectives: The objective of this course is to enable students to develop their professional capabilities through field work in real life work situations in the field of Rural Development and Natural Resource Management. The course also aims to give students the opportunity to engage with future potential employers and to give them an insight in the practicalities of working environments.

UNIT I: Decentralization, PRIs & Local Self Government

- Rural Decentralization: Past and present Scenario
- Evolution of Local Self Government and Panchayati Raj Institutions in India
- Constitutional provisions, functions and finance of PRIs
- Comparative analysis of PRIs in the States of India

UNIT II: Management of Rural Institutions

- Rural Institutions – Evolution, types and progress
- Administrative Structures and financing
- Types, Role, progress, financing and Laws of Rural Institutions
- Case Studies

Unit III: Rural Development Programmes

Swarnjayanthi Gram SwarojgarYojana-Jawahar Gram SamruddhiYojana-National Rural Employment Guarantee Programme-National Food Security Scheme-Rural Infrastructure: Bharat Nirman-Role of Corporate Sector in the Development of Rural Infrastructure –Andhra Pradesh Rural Poverty Reduction Project, Technology Missions for rural Development-Drinking Water-Sanitation-Communication-oilseeds-Wasteland Development.

Suggested Readings:

1. *Panchayati Raj Institutions and Rural Development*, B.C. Barik and U.C. Sahoo, Rawat Publications

MBA-814 Administration of NGOs Credits: 3 (3-0-0)

Course Objective: Non-Governmental organizations are playing a vital role in the economy of country. Course is about the effective management of NGOs and their actualization fir growth.

- UNIT - I** Legal procedures for establishment of NGOs – Trust and Society and their differences. Formation of Trust and Society. Registration procedure for NGO. Tax Reliefs under various Acts.
- UNIT - II** Office Procedure and Documentation – Documents of trust and society. Contents of Memorandum of Association (MOA), Importance of by-laws, Registration under Company’s Act. Difference between public and private trust.
- UNIT - III** Basics of Accounting, Budgeting and Resource Mobilization. Basic principles of accounting, steps in accounting, Book of Accounts, Terms used in Journal, ledger and Trial – Balance. Financial year closing Accounts for Audit – Capital Fund, Fixed Assets, Resource Mobilization, Rules regarding receipt of funds from foreign countries.
- UNIT – IV** Social Marketing – Principles and Concepts of Marketing, difference between selling and marketing, Concepts of Marketing Mix, Concept of Social Marketing. Distinguish between social

and commercial marketing. Fundamental Component of Social Marketing. Behavioral Change, Challenges for NGO Community in Social Marketing. Corporate Social Responsibility and Social Marketing.

UNIT – V Project Management – Basic Concepts of Project Management, Project identification, Project life cycles and success factors

Suggested Readings:

1. *Administration And Management Of NGOs : Text And Case Studies Paperback – 2005, R. Kumar (Author), S. L. Goel (Author), Deep & Deep Publications (2005)*
2. *Strategic Research and Political Communication for NGO's: Initiating Policy Change, Sage India*
3. *Maxey-Rosenau-Last Public Health and Preventive Medicine (Public Health and Preventive Medicine, [Robert B. Wallace](#))*

MBA-815

Public Health Policy and Management

Credits: 3 (3-0-0)

Course Objective: This course enables students to learn about public health system in India and health policies. Effective management of health policies is also the part of course.

UNIT-I: Introduction to Public Health:

Public Health: Genesis and Development of the concept, Healthcare versus, Medical Care, Approaches to Public Health. Health and Disease: Basic Concepts and Definition, Disease Control and Levels of Prevention, Determinants and Indicators of Health, Health situation and Trends in India. Health Policy National Health Policy of India, Nepal, global Health policy Concept of primary health care, Different sectors in health system including AYUSH

UNIT II Health Infrastructure & Health care Delivery Systems:

Government Health Programs/ Systems: ESI, Railways, Military, etc. National Health Programs: An Overview of major National Health Programs, Issues in Public Health, Gender and Health: Status of women in society, Equity and Equality, Role of women in family decision making, life cycle approach, gender analysis framework, gender issues in different disease conditions, Ethical issues: Ethics and Medical experimentation, general ethical principles, ethical committee, Nuremberg code, Helsinki declaration.

UNIT III Healthcare Legislation in India:

Legal aspects of healthcare, the maternity benefit act, The immoral traffic (prevention) act, The transplantation of human organs act, PNDT Act, The registration of birth and Death act, The child Labour (prohibition and regulation) act, Biomedical waste Rules, COPRA Act, Indian factories Act, ESI Act.

- Suggested Readings:**
1. *Oxford Textbook of Public Health-Detels, Beaglehole, Ann Lansang,*
 2. *Oxford Handbook of Public Health Practice (Oxford Medical Handbooks)*

MBA816

Sustainable Rural Development

Credits: 3 (3-0-0)

Course Objective: Course enables students to get knowledge about business and its sustainability.

Unit-I: Sustainable Development

Concept, approaches; global changes and sustainability issues; strategies for sustainable practices in: agriculture, industrialization, urbanization, transport system and resource consumption; eco-friendly products and technologies; non-polluting energy sources; equity in resource distribution and consumption; revival of traditional systems of developments with modern scientific knowledge.

Unit-II: Resource Management and Sustainable Development

Renewable and non-renewable energy sources and integrated energy management; integrated water resource management; rainwater harvesting; wetland management and conservation; integrated strategies for soil

conservation and regeneration; sustainable agriculture -principles and practices; sustainable aquaculture and fisheries - principles and practice; food and livelihood security; conservation and management of forest, wild life and biodiversity; disaster management; case studies.

Development of Indicators of Sustainability through studying some sustainable Rural Development projects (Case studies).

Suggested Reading:

1. *Rural Development: Issues and Experiences (Economy: World Series)*, SantapSanhari Mishra, SudhirGhosh, ICFAI UNIVERSITY PRESS (2008)
2. *Agriculture and the Environment: Perspectives on Sustainable Rural Development*, Ernst Lutz, World Bank Publications
3. *Diversification And Sustainable Rural Livelihood: A Study In Semi-Arid Villages Of Western India– 2005*, H. S. Shylendra, Uma Rani, Concept Publishing Company

MBA 817

Agribusiness and Rural Industries

Credits: 3 (3-0-0)

Course Objectives: To gives the insights about agricultural system and its industrial importance to students. And how rural industrialization is important for agricultural development.

UNIT I

Introduction to Rural Industries, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market.

UNIT II

Rural Marketing Management: Rural Market Segmentation, Targeting and Positioning, Rural Marketing Strategy, Defects and Lines of Improvement in Agriculture Marketing. Decision Areas – Rural Product, Pricing Objectives and Techniques, Rural Distributions Channel, Criteria for Channel Selection, Rural Communication, Media Planning Sale-force Management.

UNIT III

Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.

UNIT IV

Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

Suggested Readings:

1. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
2. Prag P A - Rural Diversification (EG Books)
3. Thorner Daniel and Morner Alice - Land and Labour in India (Asia Publishing House)
4. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
5. Gopaldaswamy T.P. - Rural Marketing Environment, Problems and Strategies (Vikas, 1st Ed.)